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Progress in the construction of new office facilities at the Economic Commission for Africa in Addis Ababa, and update on the renovation of conference facilities, including Africa Hall

Report of the Secretary-General

Summary

The present report is submitted pursuant to section I of General Assembly resolution 63/263, in which the Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/63/465) that annual progress reports be submitted to the Assembly for all ongoing construction projects.

The report provides an update since the issuance of the previous report of the Secretary-General (A/69/359) on the completion in August 2015 of the ancillary projects, following the substantial completion of the construction of the new office facilities at the Economic Commission for Africa in Addis Ababa and their full occupancy in August 2014. The updated estimated costs to complete the new office facilities and ancillary projects are included and remain unchanged as compared to those presented in the previous progress report.

In section III, paragraph 4 of its resolution 68/247, the Assembly requested the Secretary-General, as a matter of priority, to ensure that the renovation of conference facilities at the Commission, in particular Africa Hall and Conference Room 1, was carried out and to report thereon to the General Assembly at its sixty-ninth session. Pursuant to section V of resolution 69/262, the present report provides an update since the previous report of the Secretary-General (A/69/359) on the renovation of those conference facilities, including actions taken for the renovation of the Africa Hall building and ongoing renovation work at the United Nations Conference Centre, including Conference Room 1.

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The General Assembly is requested to approve the proposed project scope, schedule and estimated cost for the renovation of Africa Hall, as well as the related resource requirements for the biennium 2016-2017, and to establish a multi-year construction-in-progress account.

I. Overview

A. New office facilities

1. The present report provides an update on previously outstanding ancillary projects related to the new office facilities at the Economic Commission for Africa (ECA) in Addis Ababa that were scheduled to be completed by mid-2015; and on the progress made towards the final completion of the new office facilities.

2. By its resolution 56/270, the General Assembly approved the construction of new office facilities at the Commission. Subsequently, in its resolution 60/248, the Assembly endorsed the expansion of the scope of the project to include the construction of two additional floors. In its resolution 62/238, the Assembly took note of the report of the Secretary-General (A/62/487) and endorsed the related recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/62/7/Add.11) for a revised cost estimate totalling $14,333,100.

3. By its resolution 65/290, the General Assembly approved additional funding in the total amount of $1,000,100, comprising $850,000 from the support account for peacekeeping operations in respect of the United Nations Office to the African Union and $150,100 from the African Union-United Nations Hybrid Operation in Darfur. Such funding permitted the construction of the seventh floor of the building, in accordance with the scope of work. Accordingly, the total approved funding for the project is $15,333,200.

4. The construction of the new office facilities was substantially completed in June 2014. Immediately following, the United Nations Office for Project Services, the United Nations High Commissioner for Refugees Liaison Office to the African Union and Economic Commission for Africa, the United Nations Office to the African Union and the African Union-United Nations Hybrid Operation in Darfur, the World Health Organization, and the United Nations Children's Fund moved into the building. All moves were completed in August 2014. The building was renamed the Zambezi Building in early 2015 and houses over 650 staff.

5. In its resolutions 56/270 and 62/238, the General Assembly approved the required additional project components related to access, safety and functionality of the new office facilities. Those ancillary projects include the installation of generators and a generator house, the construction of internal access roads, parking, civil and landscaping works, site lighting, sanitary works and interior partitions.

6. A majority of the ancillary projects were completed in 2014 and the remainder were substantially completed by August 2015. An image of the completed internal access road and parking is reflected in annex I.

B. Renovation of conference facilities

7. In its resolution 65/259, the General Assembly requested the Secretary-General to expeditiously assess the status of conference facilities at the Economic Commission for Africa, in particular Africa Hall and Conference Room 1, to ensure that they are in strict compliance with the highest international standards for conference facilities. In its resolution 68/247, the General Assembly requested the Secretary-General, as a matter of priority, to ensure that the renovation of

conference facilities at the Commission, in particular Africa Hall and Conference Room 1, was carried out.

8. The present report provides an update on progress made on the renovation of Africa Hall, as well as information on implementation of requests made by the General Assembly in section V of its resolution 69/262, and an update on the business case study of the proposed Visitors' Centre in the Africa Hall Building.

II. Update on the construction of new office facilities

A. Construction progress

9. The construction of the new office facilities was substantially completed on 19 June 2014, and the premises were fully occupied and operational by August 2014. This was followed by one year of a defects liability period during which the contractor was obligated to correct items agreed to be executed after occupancy, as well as any defects detected thereafter.

10. Since the issuance of the most recent report of the Secretary-General (A/69/359), activities have focused on ensuring that the contractor corrected minor items agreed to be carried out during the one year defects liability period as well as rectifying installation-related defects observed during the operation. The project team, in close coordination with the Facility Management Section of ECA, monitored the functionality of architectural and electromechanical installations in the building to ensure that they performed as expected. Any defects or malfunction were documented and forwarded to the contractor for correction.

11. However, the contractor did not correct those items, and thereby did not fulfil its contractual obligations within the defects liability period. As a result, the final completion date has been moved from June 2015 to December 2015. Paragraphs 24 and 26 to 28 below provide further information on this matter.

12. To ensure the continued safety of the staff members and personnel working in the building, the Facility Management Team of ECA has assumed the responsibility of correcting defects identified during operational activity of the facility. All corrections have been documented and are to be taken into consideration by ECA during final payment to the contractor as part of the project's administrative and financial close-out.

B. Ancillary projects

13. As reported by the Secretary-General in previous reports of the Secretary-General (A/68/517 and A/69/359), the Commission explored all options to ensure the completion of the ancillary projects within the approved funding. These resulted in prioritizing project activities that were essential for building occupancy, negotiating with selected contractors, carrying out value engineering where feasible, and finally engaging host country authorities to assist.

14. Most of the ancillary works were completed in 2014, and the remaining projects, notably the east parking area, greenery and landscaping, comprehensive

internal access and utility roads, and the walkways/site drainage, were substantially completed by August 2015 within approved resources.

C. Procurement

15. Information on procurement activity until June 2014 was provided by the Secretary-General in his previous progress report (A/69/359). The major outstanding ancillary project as of June 2014 was the road works. Although a majority of the procurement activities for the road and parking ancillary projects took place from 2012 to 2014, after two failed procurement exercises ECA engaged the host country through the Addis Ababa City Road Authority to ensure timely and successful completion in 2015 of those outstanding items, in particular in preparation for the third international conference on Financing for Development, which took place from 13 to 16 July 2015 on ECA premises.

D. Host country coordination

16. The continued support of the host country, notably during the final phase of the ancillary projects, has been critical in the successful execution of the new office facilities project throughout its implementation, and has been essential in overcoming most logistical difficulties. The Secretary-General is grateful to the host country for its continued support in facilitating the smooth delivery of infrastructure components for the project and, most recently, for the timely completion, in less than two months, of the internal access roads and the parking facility within the ECA compound.

E. Project management

17. The Executive Secretary of the Economic Commission for Africa is the project owner and therefore he, or his designated representative, continues to be responsible for providing oversight to the project until its final close-out. The Compound Advisory Committee, which includes the tenants that occupy the facility, continues to be informed of the progress made in correcting the defects during occupancy and of post-move minor alterations to the office space or electromechanical installation resulting from additional client needs. The Director of Administration continues to be actively engaged in making key decisions necessary during the defects liability period and in resolving the outstanding contractual issues.

18. The dedicated project team was officially decommissioned on 31 December 2014. Thereafter, the operation of the facility was formally taken over by the Facility Management Section of ECA, which will be completing the administrative and financial close-out of the project.

19. The respective functional sections within the Division of Administration, and the Safety and Security Section at the Economic Commission for Africa continue to provide additional technical and administrative expertise in their respective areas for both the building operations and ancillary projects.

20. The Office of Central Support Services at Headquarters continues to provide the necessary coordination, support and guidance on project management and

technical matters. The Office of Central Support Services and ECA continue to hold biweekly meetings via conference call on this project, and senior management holds videoteleconferences when necessary.

F. Security coordination

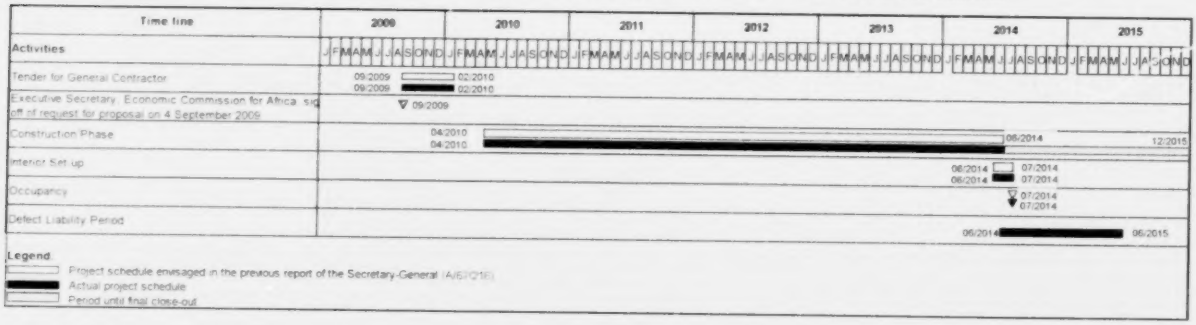
21. The installation of security systems for the new office facilities has been coordinated with the Safety and Security Section of ECA as part of the upgrade of the security systems for the compound under the standardized personnel access control project within the approved scope of the new office facilities, including blast-resistant film. The security systems consist of access control, alarm monitoring and a closed-circuit television system. Pre-wiring was carried out successfully, and the components have been installed, commissioned and made operational with defects being rectified during the warranty period.

G. Project schedule

22. The substantial completion date, as previously reported, was 19 June 2014, and was followed by a one-year defects liability period that ended in June 2015. However, the updated project schedule shown in figure I below reflects a revised final close-out date of December 2015. This date was extended owing to the ongoing independent assessment, commissioned by ECA, the findings of which will serve as the basis to ensure that the Organization's best interest are upheld in all aspects. Paragraphs 26 to 28 below provide more information on this matter.

Figure I

Updated project schedule for the new office facilities at the Economic Commission for Africa



H. Cost estimates

23. As of 31 December 2013, the overall expenditure amounted to $12,558,500, and additional expenditures in the amount of $2,774,700 have been incurred in the period between January 2014 and August 2015 for a total of $15,333,200 as of 31 August 2015. No additional expenditures are anticipated beyond August 2015, and the overall estimated costs for the new office facilities remain unchanged at $15,333,200, as set out by the Secretary-General in his previous report (A/69/359)

and in line with approved resources of the same amount. A detailed breakdown of the expenditure as at 31 August 2015 is provided in annex II to the present report.

24. Payments in the total amount of $1,493,100 are still pending for:

(a) Invoices that have yet to be billed by the contractors for ancillary projects, including car ramp, site electrical works, site sanitary works, fire escape, generator and generator house;

(b) 5 per cent of the value of works completed which were due upon substantial completion but have not yet been billed by the contractor and will be withheld by ECA pending the conclusion of the independent assessment;

(c) 5 per cent of the total agreed contract costs which were due at the planned close-out of the project in June 2015 but will not be released by ECA pending the conclusion of the independent assessment and reconciliation of the works not carried out by the contractor during the defects liability period.

I. Lessons learned

25. In accordance with General Assembly resolution 66/247, the Office of Central Support Services at Headquarters assists in the development, collection and promulgation of lessons learned for capital projects undertaken by the Organization. A list of the lessons learned from the new office facilities at ECA was shared by the Secretary-General in his previous report (A/69/359). Additional lessons specifically relevant to the construction project at the Economic Commission for Africa learned since then, which were included in the report of the Secretary-General on the strategic capital review (A/69/760), are as follows:

(a) Roles and responsibilities for United Nations project staff and the project management firm should be clearly defined. Specific, project-oriented assignments should be made, in addition to cross-cutting assignments. Assignments should be made based on availability of staff and individual skills. Assignments should be updated regularly as the project progresses and as staffing changes;

(b) Clear roles and responsibilities for dedicated project staff and existing facilities management staff should be established early in the planning phase. A dedicated project management team should be in place until the end of the defect liability period (and not only until the end of the construction period). The project team should maintain a certain level of autonomy, while being able to work seamlessly with existing facilities management staff as required, including soliciting information regarding existing conditions and management practices. Existing facilities management staff should be heavily involved in establishing architectural and engineering design standards;

(c) A working group comprising all stakeholders at the local level should be established, and the composition of the working group should be maintained (for example, the same personnel) to the extent possible throughout all phases of the project;

(d) Large projects require active management of human resources and the establishment of human resources policies that allow the team to retain trained staff. This requires a human resources strategy for successful succession planning that

allows the Organization to efficiently absorb highly trained staff as the project comes to an end;

(e) The office structure for the project should be agreed upon and budgeted and the core leadership and support should be in place early. This is especially important when it comes to the identification of the project's senior leadership and administration and the establishment of a communications mechanism, project finance and budget functions, and design and construction teams. The senior leadership team should be composed of individuals vested with executive authority appropriate for the decisions that need to be taken;

(f) The preferred overall contract structure should be established early in the implementation planning process. Consideration of available design and construction contracting methods should be reviewed, in particular those that are most prevalent in the region. Defining these methods will likely inform the implementation plan;

(g) The most appropriate contractual mechanism for design and construction must be determined early in the project planning stages, with adequate knowledge of the local market. In particular, a determination should be made of whether a lump sum or built quantities contract is most appropriate, taking into account local skills in the field of quantity surveying;

(h) For construction contracts, payment terms for the importation of materials must be determined prior to contract award; in most cases, a provision for payment after transfer of ownership but prior to installation is appropriate and even necessary;

(i) End users should be identified early in the project planning phase, with requirements identified and managed throughout the process. A planning committee to serve as a forum for communication with end users is highly desirable;

(j) The construction manager should select financially stable subcontractors through a strong pre-qualification process. The liquidity and financial stability of major contractors should be carefully monitored to manage the project's exposure to the risk of subcontractor insolvency;

(k) A clear agreement/guidelines should be established with the host country authorities concerning how to solicit feedback from knowledgeable building and construction officials without relinquishing the legal status of the United Nations;

(l) Risk management is an essential component to the success of a project and should be included as part of the project governance at the early stages of a projects development.

J. Potential claims management

26. With the building substantially completed and the substantial completion certificate issued to the contractor, the Commission continued to work with the Office of Central Support Services at Headquarters and sought the advice of the Office of Legal Affairs regarding the recommended approach to recover costs incurred as a result of the contractor's delays. The Executive Secretary has also regularly received advice from the legal experts in ECA, who have commissioned

an independent assessment that which is expected to be finalized by December 2015.

27. The services for the independent assessment were obtained to provide an impartial opinion and verification of the executed work. The objective of the assessment is to determine if the works carried out conform to the contractual terms and specifications of the contract. In addition, the independent assessment will indicate if there were any breaches of the contract for which the United Nations might be entitled to seek reimbursement. Pending the conclusion of this independent assessment, payments are being withheld by ECA, as explained in paragraph 24 above.

28. It is expected that the conclusion of the independent assessment will pave a way forward to resolve the outstanding matters, with an objective to reach a conclusion that is in the long-term best interest of the Organization. The outcome will be reported in the context of the final progress report on the new office facilities, to be submitted to the General Assembly at the main part of its seventy-first session.

III. Occupancy and operation of the new office facilities

Rental income

29. The rental income from tenants is based on the signed memorandums of understanding for the lease of the premises. As explained in paragraph 3 above, the United Nations Office to the African Union and the African Union-United Nations Hybrid Operation in Darfur made a $1 million contribution to the project, which will translate into approximately 35 months of pre-paid rent at their current billing rate.

30. Rental income from the remaining tenants, namely the United Nations Office for Project Services, the United Nations High Commissioner for Refugees Liaison Office to the African Union and Economic Commission for Africa, the World Health Organization, and the United Nations Children's Fund is estimated to be $1,146,500 in 2015 and $1,160,500 in 2016.

IV. Update on the Africa Hall renovation project

A. Background

31. As previously reported by the Secretary-General, ECA acquired the services of an international consultant in February 2014 to develop an overall scope, cost estimate and schedule for the renovation of the Africa Hall. The General Assembly, in its resolution 69/262, took note of the report of the Secretary-General, which included a proposed scope and overall project costs of approximately $56.9 million, and appropriated an amount of $2,309,200 for the biennium 2014-2015 to proceed with the next steps.

B. Project objectives

32. The main project objective remains to address the inadequacies related to building safety and functionality and make Africa Hall a rejuvenated facility that will comply with the highest international standards for conference facilities. As part of preserving and restoring the historical and cultural values embedded in its architecture, the other objective of the project is to include a visitors' centre to make Africa Hall one of the leading tourist destinations in Addis Ababa and highlight its significant role in modern African history.

C. Project status

Project scope

33. The Africa Hall renovation project is planned to have 5 stages of which the Commission has completed the activities of Stage 1 (Preparation) and Stage 2 (Design) and has now started Stage 3 (Pre-Construction) with tender documentation activities. This will be followed by Stage 4 (Construction) and the project will be concluded at Stage 5 (Project Close-out).

34. Following the assessment completed in stage 1, the consultant developed during stage 2 a comprehensive scope for Africa Hall. As detailed in the most recent progress report, the project is grouped into five major components: (a) structural upgrade, essential life and health safety, and building works; (b) Plenary Hall and associated work; (c) external work and landscape; (d) heritage conservation; and (e) Visitors' Centre: screening building, new entrance and reserved parking.

35. Additional studies to what has been completed in stages 1 and 2 have been undertaken in relation to hazardous material mitigation, temporary and permanent swing space moves of all affected entities in the west end of the campus, final structural analysis, exposition area detailed design, and updating the security aspects.

36. The business case study of the Visitors' Centre was drafted by the Public Information and Knowledge Management Division of ECA and presented to the Executive Secretary of the Commission for endorsement. During the case development, substantive discussions and interactions took place with the Ethiopian Tourism Organization, the Ministry of Education of the Federal Democratic Republic of Ethiopia, three United Nations Visitors Centres in New York, Geneva and Nairobi, and many other stakeholders.

37. The purpose of the Visitors' Centre is to highlight the significance of Africa Hall in modern African history, as envisioned at the ceremony marking the fiftieth anniversary of the Economic Commission for Africa on 24 October 2008. It also supports the plan of ECA of improving communication with its constituents and strengthening partnership and collaboration with Member States as part of its mandate and communication strategy. The Visitors' Centre would focus on Africa Hall as a desirable destination for those wishing to learn the history of Africa and the genesis of what is today the African Union.

38. The Centre would include a permanent lecture gallery and exhibition space, bookstore and gift shop. It would take advantage of films and other archival materials at the ECA library that would play the voices, videos and pictures of

pioneer African leaders that formed the Organization of African Unity, the pan-African organization now known as the African Union. It would also provide for guided tours for the public, school groups and other institutions through a pre-arranged reservation system. The centrepiece of the programme would be a permanent exhibit through a mini-cinema that would comprise a scaled-down replica of the rotunda able to accommodate up to 24 persons. The multi-screen presentation, lasting 6 to 10 minutes, would be about the place of Africa Hall in the history of the continent.

39. Consistent with visitors' centres in other major United Nations offices, such as New York, Geneva, Vienna and Nairobi, the Africa Hall Visitors' Centre would be managed by the Communications Section of the Public Information and Knowledge Management Division of ECA. It is envisaged that the team would comprise four part-time staff assistants, recruited specifically for this purpose, complemented by the services of two interns who would be engaged on occasion with the task of leading the guided tours around Africa Hall.

40. In addition to using social media, website, tele-marketing and targeted e-mails, Africa Hall would be promoted as a tourist destination through the Ethiopian Tourism Organization, schools, media, and during conferences at ECA and the African Union. Pamphlets, posters, flyers, banners, brochures and audiovisual materials describing Africa Hall as a historical, educational and tourist site would be prepared and disseminated throughout Ethiopia. During all conferences at ECA and the African Union, those materials would be distributed to participants, who would be encouraged to visit the birthplace of the Organization of African Unity, the precursor to the African Union. Africa Hall would also be promoted through Ethiopian Airlines, the national airline of Ethiopia, through its inflight entertainment system, including the magazine *Selamta*, which specifically targets visitors coming to Ethiopia.

41. Following discussions with the Ethiopian Tourism Organization and through information gathering, it is anticipated that, with effective promotion and planning, as many as 200 visitors a day would be visiting Africa Hall. This number should rise significantly during major conferences at the United Nations Conference Centre at ECA, the African Union and across Addis Ababa. With adequate information about the Visitors' Centre, it is anticipated that as many Ethiopians as foreign visitors would visit Africa Hall. Specific groups which are expected to visit Africa Hall are:

(a) Schools — According to the Ethiopian Ministry of Education, there are 908 primary and secondary schools in Addis Ababa out of a national total of 7,970. While those schools might not have the financial resources to pay for their students, they would be encouraged to visit the place for educational reasons, and each student would be charged a minimal fee. In addition to paying a low fee, the students would be encouraged to act as ambassadors for Africa Hall to their parents, communities and schools, thus benefiting the Visitors Centre in the form of promotion as an educational base to young Ethiopians. The schools visits would be organized on specific days and times once sufficient interest and demand are generated;

(b) Media — print, film and documentary film makers — The 50th anniversary celebration of the establishment of the Organization of African Unity, which was founded in Africa Hall by Africa's founding fathers, generated interest from the media and documentary filmmakers. Between 2013 and 2014 ECA received at least

20 requests to visit Africa Hall. There was interest from BBC, Ethiopian Television (ETV) and other independent documentary filmmakers for snapshots and interviews with subjects with Africa Hall as a backdrop. There is an opportunity to leverage this interest by popularizing Africa Hall as a place to film and produce special features;

(c) Speakers sessions — The speakers sessions would provide the opportunity for experts on African history, politics and society, to give expert talks, lectures and discussions on contemporary and historical topics of relevance to Africa, including issues that fit within the programmatic activities of ECA and the agenda of the United Nations. It would also provide an understanding of and an appreciation for the work of the United Nations in general, and ECA in particular. The Visitors' Centre would provide an invaluable educational opportunity tailored specifically for different groups. Africa Hall would be promoted as a venue where such lectures can be organized;

(d) Exhibition of art and photography — The space surrounding Africa Hall starting from the stained glass mural would be open to artists and galleries wishing to exhibit art and photo exhibits in line with United Nations-related themes. The space can be extended to schools, universities, art departments and embassies. Ethiopian photographers and international photographers would be encouraged to showcase curated projects in relation to agreed themes. It would be turned into a space to host key United Nations days, activities and commemorations. In order to connect to the wider Ethiopian and diplomatic communities, the space can be included as a venue for annual film festivals, the annual Addis Photo Exhibition and the annual United Nations International Jazz Day for peace.

42. The Visitors' Centre would have to be staffed, maintained and promoted, and it is anticipated that the revenue generated from the tours and visitors' programme would offset the cost of operating and maintaining the Centre. It is anticipated that the combination of the tours, whether during low season or high season, art exhibitions and the speakers programme, would draw in enough visitors and generate sufficient revenue to sustain the Centre over many years. The key to the success of the project is the active promotion of Africa Hall as an iconic place to visit in Addis. For this to happen, ECA would have to work very closely with governmental institutions, such as the Ethiopian Tourism Organization, the Ministry of Education, schools and other organizations based in Addis Ababa, the African Union and non-governmental organizations. ECA would also have to include a visit to Africa Hall in all its conferences so that participants come to expect it each time. Partnership with key organizations, such as Ethiopian Airlines, hotels and the media, would be important for generating enough visibility.

Project progress

43. ECA has initiated the recruitment of the positions approved for the dedicated project management team. Accordingly, the Project Manager (P-5 level) and Administrative Assistant (Local level) are both expected to be on-board by October 2015. The remainder of the dedicated project management team and support functions will be brought on board during the course of 2016-2017, subject to the approval of the resource requirements included in the present report.

44. ECA has also initiated the procurement of architectural design and construction management services for stages 3, 4 and 5 (pre-construction,

construction, and project close-out) of the project, which entailed re-engaging the consultancy firm that developed the programme and design documentation during stages 1 and 2 of the project. It is expected that the architectural and construction management consultancy contract for stages 3, 4 and 5 will be signed no later than the end of 2015, though every effort is being made to do so sooner. The expedited procurement process for the engagement of the consultant was originally anticipated to take three months, but the process has been delayed due to protracted negotiations. The project timeline has been amended accordingly as reflected in figure II below and the end date only minimally affected.

45. ECA, with the assistance of the Overseas Property Management Unit of the Office of Central Support Services at Headquarters, has also developed a project governance structure and the terms of reference for an independent risk management firm.

46. ECA continues to identify and approach potential partners interested in the renovation of Africa Hall and willing to contribute to this project due to its historical significance. ECA is currently in consultation with the African Union Commission to solicit voluntary contributions from member States of the African Union that would give them a sense of ownership to this historical landmark. Similarly, discussions have been initiated with the host country on the coordination of possible contributions, both in cash and in kind. Further progress in this regard will be reported in subsequent progress reports.

D. Project governance

47. The project owner is the Executive Secretary of ECA. The Executive Secretary has designated the Chief of Staff at ECA to manage the oversight and governance of this project, including liaison and interaction with internal and external stakeholders along with strategic issues requiring senior-level decision-making. The Director of Administration remains the Project Director and is responsible for managing the dedicated project management team. The day-to-day project execution is under the leadership of the dedicated Project Manager. The proposed project governance and management structure of Africa Hall is set out in annex III to the present report. The lessons learned on other capital projects executed by the Secretariat, as summarized in the report of the Secretary-General on the strategic capital review (A/69/760), have been duly taken into consideration when formulating the project governance, overall management and resourcing.

48. The salient features of the governance structure are:

(a) Well defined coordination and support on the various aspects of the project between the Office of Central Support Services at Headquarters and ECA to facilitate the sharing of knowledge, provide alerts and early remedial action in case issues arise;

(b) Early establishment of the dedicated project management team and support functions with clear reporting lines;

(c) The establishment of a Stakeholders Committee to assist the Executive Secretary at ECA and the dedicated project team to proactively manage the project;

(d) The inclusion of an independent risk management framework early on in the project development process.

Coordination with the Office of Central Support Services at Headquarters

49. The Office of the Director of Administration at the ECA coordinates with the Office of Central Support Services at Headquarters through quarterly videoconferences and through bilateral discussions as necessary. On-going coordination meetings are held bimonthly with the Overseas Property Management Unit of the Office of Central Support Services at Headquarters regarding the day-to-day project execution. This joint collaboration brings synergies and sharing of best practices from the various capital projects which are underway at different offices away from Headquarters of the Secretariat and also assists with early identification of potential project risks.

50. An Administration and Coordination Agreement is being drafted collaboratively between the Office of Central Support Services at Headquarters and ECA. This document presents clearly the reporting structure, roles and responsibilities, and administrative arrangements for the project between Headquarters and ECA to insure that robust internal project control and quality assurance mechanisms are in place relevant to the project, its cost and schedule, and to ensure that the project scope, once approved, is adhered to. The document acts as a project administrative guideline in the Secretariat's coordination of the project, inclusive of the project management, controls and reporting procedures.

Stakeholders Committee

51. The Stakeholders Committee is to be led by the Executive Secretary, or his designee, and is to provide him with advice and guidance in the management of the overall project. The Committee is to draw its members from the Organization inclusive of ECA offices, such as the Conference Management Section, the Strategic Planning and Operational Quality Division, the Public Information and Knowledge Management Division and the Security and Safety Section. In addition, external stakeholders, such as the Ministry of Foreign Affairs of Ethiopia, the African Union Commission, and the United Nations Educational, Scientific and Cultural Organization, will be updated periodically on the project. The Stakeholders Committee would be informed on the details of the project at key milestones with regard to its scope, schedule and cost.

52. This Stakeholders Committee is proposed to meet on a quarterly basis (or as deemed necessary). The Chief of Staff and Director of Administration of ECA are finalizing the proposed terms of reference of the Stakeholders Committee, including its roles and responsibilities.

Dedicated project management team

53. It was proposed by the Secretary-General in his previous report (A/69/359) that a dedicated project management team be established, comprising eight positions: a Project Manager (P-5); a Project Architect/Engineer (P-4); a Supervisor Architectural/Civil/Structural Engineer (National Professional Officer); a Supervisor — Electrical/Mechanical/Security/Telecom Engineer (National Professional Officer); a Clerk of Works (National Professional Officer); an Administrative Assistant (Local level); a Finance Assistant (Local level); and a Logistics/Shipping Assistant (Local level). It was also proposed that the Project Manager (P-5) and the Administrative Assistant (Local level) be hired as of July 2015 and that the remaining six positions be created as of January 2017. The recruitment process for the positions of Project

Manager (P-5) and Administrative Assistant (Local level) took slightly longer than anticipated, and are now expected to be filled by October 2015.

54. As indicated in the lessons learned from the new office facilities at ECA, as well as from the other capital projects of the Secretariat (A/69/760), having a dedicated project management team of an adequate size starting early in the planning stage of the project and continuously through to project completion is an essential component to ensure the success of a capital project of this size.

55. It is therefore proposed to expedite the recruitment process for the six remaining project team members. This is important to ensure that the project is adequately staffed and managed in order to avoid any further delays. Accordingly, the Division of Administration of ECA is engaged in finalizing job descriptions for the recruitment of the remaining six team members, which is now proposed to take place during 2016. Those six team members would comprise the Project Architect/Engineer (P-4); the Supervisor Architectural/Civil/Structural Engineer (National Professional Officer); the Supervisor — Electrical/Mechanical/Security/Telecom Engineer (National Professional Officer); the Clerk of Works (National Professional Officer); the Finance Assistant (Local level); and the Logistics/Shipping Assistant (Local level). A detailed description of the responsibilities of those six team members is provided in annex IV of the present report.

56. It is anticipated that the services of the Project Manager (P-5), the Supervisor Architectural/Civil/Structural Engineer (National Professional Officer), the Supervisor — Electrical/Mechanical/Security/Telecom Engineer (National Professional Officer), the Clerk of Works (National Professional Officer), and the Administrative Assistant (Local level) would be needed until 2021, with a gradual phase down of activity during the last year of the project, while the three other team members (the Project Architect/Engineer (P-4), the Finance Assistant (Local level), and the Logistics/Shipping Assistant (Local level)) would be retained until the end of 2020.

Dedicated project support

57. The project support component is to be comprised of one Procurement Officer (P-3) and six Security Officers (Local level) to perform the roles outside the direct authority of the dedicated project management team. These functions would be managed by the respective support offices in ECA with direct responsibility for the respective support services. A detailed description of the responsibilities for the project support staff is provided in annex IV. The Procurement Officer (P-3) would be retained until the end of 2020, and the six Security Officers (Local level) would be needed until 2021.

Independent risk-management firm

58. In order to implement a robust integrated approach to risk management in line with industry best practices, an independent risk-management firm is proposed to be included as part of this project similar to those services incorporated into the governance of other substantial capital projects undertaken by the United Nations. The risk management framework would include the development and use of a risk register, and a risk-based approach to the establishment and management of the contingency provision.

59. To this end, the independent risk-management firm would be engaged to provide an independent assessment on the course of the various project actions, to provide expertise to the project, assist in identifying and mitigating any risks which may impact the successful delivery of the project, and to support informed decision-making. It would be responsible for developing the overall risk management strategy for the project and for its implementation according to risk and compliance reporting standards, the governance and controls structure of the project, as well as United Nations audit requirements.

60. The risk management firm would work closely with the Director of Administration of ECA and the dedicated project management team, and facilitate the team's risk identification activities and development of mitigation strategy. It would ensure that a risk and quality assurance plan is put into place from the start of design through end of renovation. In addition, the risk management firm would provide high-level risk management assessments and advice to the Executive Secretary of ECA, as Project Owner.

E. Project schedule

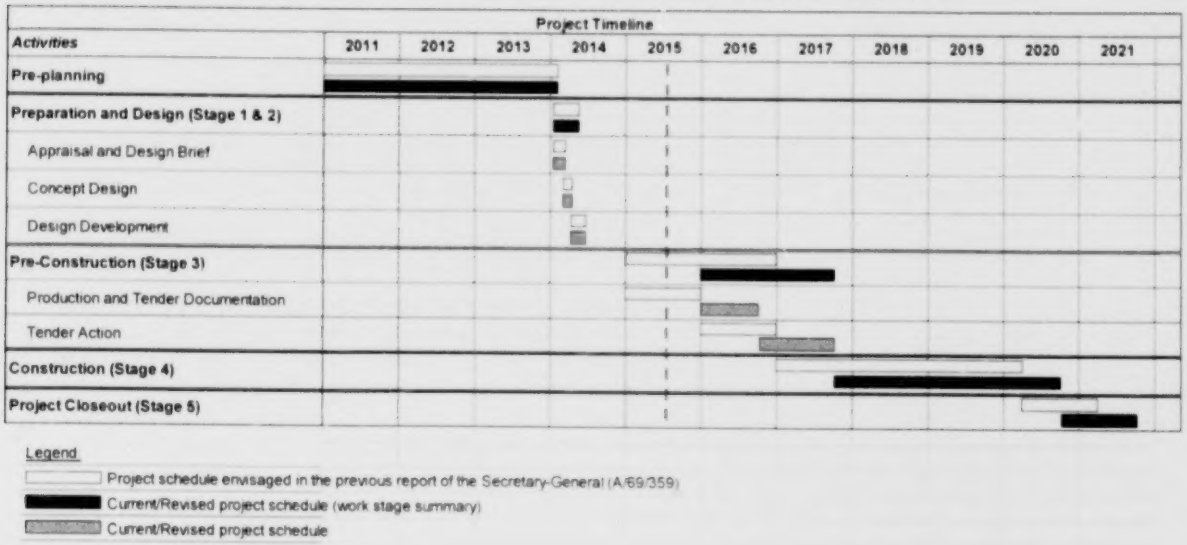
61. As indicated in the previous report of the Secretary-General (A/69/359), the initial delays for the renovation of Africa Hall were owing to the fact that the local available expertise, though steadily improving in experience, has not yet reached the required level of maturity and international standards to deliver a project of the magnitude of a renovation of Africa Hall. As a result, the original contract awarded to the local architectural consultancy firm, which was to complete the initial conceptual design and feasibility study, was terminated as it fell short of the expected deliverables, although many attempts were provided for improvement. Consequently, a new solicitation process was undertaken on for stages 1 and 2 and a contract was awarded to an international vendor capable of delivering the required study. This process however resulted in delays to the original envisioned renovation schedule.

62. As shown in figure II, stage 3 of the proposed project schedule for the renovation of Africa Hall was planned to start in January 2015, and the whole project to be completed in early 2021. In order to expedite the project, ECA took steps to re-engage the international vendor who developed the project scope, cost estimate and schedule during stages 1 and 2 of the project, for the remaining three stages of the project.

63. The process of negotiations for stages 3, 4, and 5 is in progress, and although it has taken longer than originally expected, resulting in a delay to the beginning of stage 3, it is anticipated that the tender documentation and construction stages can be accelerated so that the project will be completed in 2021.

Figure II

Proposed project schedule for the renovation of the Africa Hall Building as of July 2015



F. Project estimated cost

64. The total cost of the project for stages 3 to 5 has been reviewed, as summarized in table 1 below, and is estimated at $56.9 million at current rates, as estimated in the previous report of the Secretary-General (A/69/359) for the period from 2015 to 2021. The estimated resource requirements for each year are presented in annex V of the present report. With regard to the amount of $2,309,200 appropriated for the biennium 2014-2015, the projected expenditures are reflected in annex V.

Table 1

Breakdown of project cost by stage

(Thousands of United States dollars)

	Pre-construction (Stage 3)	*Construction (Stage 4)*	*Project closeout (Stage 5)*	*Estimated total*
Construction costs				
Construction trade costs	–	30 465.6	770.4	31 236.0
Escalation pre-commencement (39 months)	742.2	–	–	742.2
Escalation construction (36 months)	–	5 344.7	–	5 344.7
Consultant fees	4 174.0	1 983.0	204.4	6 361.4
Contingency	983.2	7 558.7	195.0	8 736.9
Subtotal construction costs	**5 899.4**	**45 352.0**	**1 169.8**	**52 421.2**

	Pre-construction (Stage 3)	*Construction (Stage 4)*	*Project closeout (Stage 5)*	*Estimated total*
Project management				
Project management team	1 087.4	2 237.2	454.2	3 778.8
Travel	29.1	53.6	12.8	95.5
Subtotal project management	**1 116.5**	**2 290.8**	**467.0**	**3 874.3**
Physical security requirements	–	600.8	–	600.8
Total	**7 015.9**	**48 243.6**	**1 636.8**	**56 896.3**

65. A contingency provision of 20 per cent of the estimated construction cost of the project, inclusive of consultancy fees, has been included. Various risk factors were considered during the development of this estimate, including: (a) the probability of uncovering unforeseen building conditions during construction; (b) the possibility of discovering hazardous materials in the existing building; (c) certain design elements that require further detailed documentation during the next phase, including security, structure, electromechanical, audio-visual technology, information technology, and accessibility; and (d) issues related to the importation of materials. A more detailed analysis of the required contingency provision will be provided as the project is further developed.

66. Two allowances for escalation (pre-commencement escalation (39 months) and construction escalation (36 months)) have been added to the estimates, at a rate of 4 per cent per annum. The pre-commencement escalation allowance was calculated from the period between July 2014 and the scheduled date for construction commencement 39 months later, whereas the construction escalation allowance was calculated for the scheduled duration of the construction period.

67. The only associated costs for the project are for physical security requirements, and are included in table 1 above and explained in paragraph 57. The costs of acquiring and commissioning audio and video systems as well as furniture are an integral part of the project and are considered direct project costs. They are included in the total estimated construction trade costs in table 1 above.

Resource requirements for the biennium 2016-2017

68. It will be recalled that resource requirements in the total amount of $13,776,300 were included in the previous report of the Secretary-General (see A/69/359, annex II), at 2014-2015 initial rates. Based on the revised rates for 2014-2015, resource requirements in the total amount of $13,711,900 have been included for the project under section 18, Economic and social development in Africa ($824,400), section 33, Construction, alteration, improvement and major maintenance ($12,748,000), and Section 34, Safety and security ($139,500), of the proposed programme budget for the biennium 2016-2017. On the basis of the present report, the resource requirements for the biennium 2016-2017 have been further revised to an amount of $13,476,200 and are summarized in tables 2 and 3 below, by expenditure component and budget section, respectively.

Table 2
Resource requirements by expenditure component
(Thousands of United States dollars)

Object of expenditure	*2016-2017 estimate*
Contractual services	12 185.3
Other staff costs	1 254.9
Travel of staff	36.0
Total	**13 476.2**

Table 3
Resource requirements by programme budget section
(Thousands of United States dollars)

Budget section	*2016-2017 estimate*
18. Economic and social development in Africa	1 253.3
33. Construction, alteration, improvement and major maintenance	12 185.3
34. Safety and security	37.6
Total	**13 476.2**

69. Based on the above revised estimates, resource requirements would increase under section 18, Economic and social development in Africa, by an amount of $428,900 and decrease under section 33, Construction, alteration, improvement and major maintenance, by an amount of $562,700 as well as under section 34, Safety and security, by an amount of $101,900.

Section 18, Economic and social development in Africa

Other staff costs ($1,217,300)

70. The resource requirements of $1,217,300 would provide for the continuation of the two positions (Project Manager at the P-5 level and Administrative Assistant (Local level)) established in 2015 for the dedicated project management team; as well as the cost of the six positions proposed to be deployed from July 2016: Project Architect/Engineer at the P-4 level, Procurement Officer at the P-3 level, Supervisor (Architectural/Civil/Structural Engineer) (National Professional Officer), Supervisor (Electrical/Mechanical/ Engineer) (National Professional Officer), Clerk of Works (National Professional Officer), Finance Assistant (Local level) and Logistics/Shipping Assistant (Local level).

71. The full dedicated project management team, including the members proposed to be recruited during 2016 instead of 2017, as earlier anticipated, would be crucial during the pre-construction, stage 3 of the project, to ensure the completeness and quality of the project documentation to be delivered by the consultant; and to establish the necessary workflow protocol with relevant stakeholders in order to have a smooth tendering and construction process. The Architect/Engineer (P-4) would be responsible for the project planning and review of the project technical documentations and technical specifications. The two Engineering Supervisors

(National Professional Officer) would review and manage the documents in their respective disciplines for compliance with the project scope and relevant industry standards in order to reduce risks during the construction tender process in stage 3, and construction in stage 4. The Clerk of Works (National Professional Officer) would review every aspect of the voluminous project document for correctness and precision as he or she would be directly involved in the inspection of the site, measurements, and enforcing project guidelines from the start of the mobilization. The Finance and Budget Assistant (Local level) would ensure the project budget and allotments are in line with the overall project cost plan and that figures in tender and construction documents are correct. Owing to the expected large volume of finishing materials to be imported, the Logistics/Shipping Assistant (Local level) is required to assist the Project Manager in establishing strong working relationships with the relevant sections within ECA and relevant offices of the host country government with regard to issues related to importation, custom clearance, and tax exemptions. Finally, the Procurement Officer (P-3) would be key in making sure that the project adopts a sound and feasible procurement strategy in line with the procurement regulations of the United Nations and in developing a robust construction contract that ensures the best interest of the Organization, factoring in all lessons learned from other capital projects. The incumbent would also manage the tendering of the independent risk management and technical advisory services and manage the consultancy contracts for the duration of the project.

Travel of staff ($36,000)

72. The proposed resources of $36,000 would cover the travel costs for Headquarters and ECA staff to guide, assess and report on project progress ($8,400), to participate in the procurement, technical evaluation and negotiations with contractors and consultants ($19,200), and to support reporting to the General Assembly ($8,400).

Section 33, Construction, alteration, improvement and major maintenance

Contractual services ($12,185,300)

73. The resource requirements of $12,185,300 would cover: (a) consultancy fees for additional detailed assessments (hazardous materials audit, detailed structural and geotechnical investigation, updated physical security threat risk, permanent exhibition analysis, and a detailed art preservation study and independent risk management), the production of all design and tender documentation required for construction, and supporting the Secretariat in the tender process to engage a contractor and start construction ($3,952,500); (b) construction mobilization and the commencement of the renovation works in 2017 ($6,201,900); and (c) a contingency provision ($2,030,900).

Section 34, Safety and security

Other staff costs ($37,600)

74. The resource requirements of $37,600 would cover the cost of six Security Officer positions (Local level) to secure the construction site from October 2017.

G. Next steps

75. The proposed project tasks to be undertaken during the biennium 2016-2017 would comprise the following:

(a) Undertaking by consultants of detailed assessments prior to the finalization of design and tender documentation for construction, including:

(i) A hazardous materials audit;

(ii) A detailed structural and geotechnical investigation;

(iii) Updated physical security threat risk;

(iv) Permanent exhibition analysis;

(v) Detailed art preservation study;

(b) Establish the Stakeholders Committee;

(c) Accelerate the recruitment of the remaining members of the project management team;

(d) Procure the independent risk management firm;

(e) Finalize the design and tender documentation to procure for construction;

(f) Procure the construction contractor.

V. Update on the renovation and occupancy of the United Nations Conference Centre at Addis Ababa

76. The utilization of the United Nations Conference Centre increased by 15 per cent from an average of nearly 70 per cent over the previous three years to 85 per cent during the biennium 2014-2015. Among the factors contributing to that surge were proactive marketing initiatives spearheaded by the letter of the Executive Secretary of ECA to other United Nations agencies in Addis Ababa urging them to make the Centre their primary conference venue, an increase in the occupancy rate of the Zambezi Building (formerly the new office facility) with the arrival of five additional United Nations agencies and closer partnership with non-United Nations regional organizations, such as the African Union Commission and the Intergovernmental Authority on Development.

77. Given the number of conferences scheduled for 2015 through the African Union Commission-ECA partnership, as well as an increased number of external clients, a further increase in the capacity utilization rate is envisaged. Conference Rooms 3 to 6 returned to full capacity in March 2014, thereby greatly expanding overall capacity. To increase the market share, a competitive pricing structure, based on a study of the conference-services market, preventive maintenance and the upgrading of facilities, has been introduced, as requested by the General Assembly in its resolution 69/250.

78. Provisions for Phase 2 of the roof in the amount of $1,125,100 have been approved in the programme budget for the biennium 2014-2015. Those resources allow for the refurbishment of an additional 7,562 square metres of the United Nations Conference Centre roof, covering the central roof dome and Conference

Rooms 1 and 2, and the replacement of the waterproofing material and the sealing of all roof joints. Phase 2 consultancy and design were completed and procurement action is being finalized at the time of writing of this report with a completion planned by the end of 2015 during the dry season.

79. With regard to bringing the interior of conference facilities to the highest level of standards, the remaining works require recarpeting of conference rooms, as well as the installation of electrical, mechanical, audiovisual and social media upgrades to comply with current industry standards in Conference Rooms 1 and 2, and the creation of access for persons with disabilities, which requires a complete rebuild of both podiums. Carpets are currently under procurement consequently with development of design for other works.

80. The return to full operations of conference rooms 3 to 6 in March 2014 greatly expanded the level of conference room capacity. To leverage the existing significant investment in hardware of the United Nations Conference Centre at Addis Ababa, commensurate attention has been paid to the continuous maintenance and improvement of facilities including a comprehensive and integrated multimedia solution in the biennium 2014-2015, and additional digital technology upgrades are envisaged in the biennium 2016-2017. Phase 2 consultancy and design updates, based on lessons learned from Phase 1, was finalized in July 2014. To further improve the present standard of facilities, remaining works of recarpeting of Conference Rooms 1 and 2, design of electrical, mechanical, audiovisual, social media access and videoconferencing upgrades, and the creation of access for persons with disabilities are in progress, together with repairs for previous water damage. Those works, along with the recarpeting, will be completed in the biennium 2016-2017.

VI. Recommended actions to be taken by the General Assembly

81. **The General Assembly is requested to:**

(a) **Take note of the progress made since the issuance of the last progress report;**

(b) **Approve the overall project scope, schedule and estimated cost of $56.9 million for the renovation of Africa Hall;**

(c) **Approve the establishment of six temporary positions (1 P-4, 3 National Professional Officers and 2 Local level) related to the dedicated project management team, and one temporary position (1 P-3) for project support effective 1 July 2016, under section 18, Economic and social development in Africa, and six Security Officer posts (Local level) effective October 2017 under section 34, Safety and security, of the proposed programme budget for the biennium 2016-2017;**

(d) **Approve an amount of $13,476,200 under the proposed programme budget for the biennium 2016-2017 comprising $1,253,300 under section 18, Economic and social development in Africa; $12,185,300 under section 33, Construction, alteration, improvement and major maintenance; and $37,600 under section 34, Safety and security;**

(c) **Revise the appropriation under the proposed programme budget for the biennium 2016-2017 by increasing the provisions under section 18, Economic and social development in Africa, by an amount of $428,900 and decreasing the provisions under section 33, Construction, alteration, improvement and major maintenance, by an amount of $562,700 and section 34, Safety and security, by an amount of $101,900;**

(f) **Approve the establishment of a multi-year construction-in-progress account for the expenditures related to the Africa Hall project.**

Annex I

Substantially completed road, sidewalk, ramp and parking ancillary projects at the new office facilities at the Economic Commission for Africa (Zambezi Building) — July 2015

(Tents erected for the third international conference on Financing for Development, 13-16 July 2015)

Annex II

Project cost for the construction of new office facilities at the Economic Commission for Africa

(Thousands of United States dollars)

	Expenditure as at 31 December 2013	*Expenditure during 2014*	*Expenditure January 2015 to August 2015*	*Estimated total for 2014-2015*	*Expenditure as at 31 August 2015*
	(a)	*(b)*	*(c)*	*(d) = (b) + (c)*	*(e) = (a) + (d)*
Approved in resolutions 56/270 and 60/248					
Construction costs[a]	7 709.5	719.6	1 016.3	1 735.9	9 445.4
Design, consultancy services and project coordination	1 623.3	29.6	39.9	69.5	1 692.8
Site work[b]	1 165.9	0.1	619.5	619.6	1 785.5
Workstations and furniture	330.2	1.3	24.0	25.3	355.5
Contingencies[c]					
Approved in resolution 63/263 (programme budget for the biennium 2008-2009)					
Installation of information technology and telephone equipment	613.1	1.2	–	1.2	614.3
Approved in resolution 62/238					
Safety and security[d]	759.8	–	–	–	759.8
Internal access roads[e]	–	233.7	8.5	242.2	242.2
Parking and landscaping[e]	–	–	–	–	–
Generators and generator house[e]	356.7	50.1	30.9	81.0	437.7
Total	**12 558.5**	**1 035.6**	**1 739.1**	**2 774.7**	**15 333.2**

[a] Construction costs include the main contract value of $7,451,700, as signed on 1 April 2010, amendment 1 for additional resources totalling $1,000,100 from the budgets of United Nations Office to the African Union and African Union-United Nations Hybrid Operation in Darfur for the top floor, amendments 2-15 totalling $1,437,600, less savings from value engineering of $522,100. These also include amendment 12, which generated savings of $93,000 as a result of the centralization of the uninterrupted power supply system.

[b] Ancillary projects phase II.

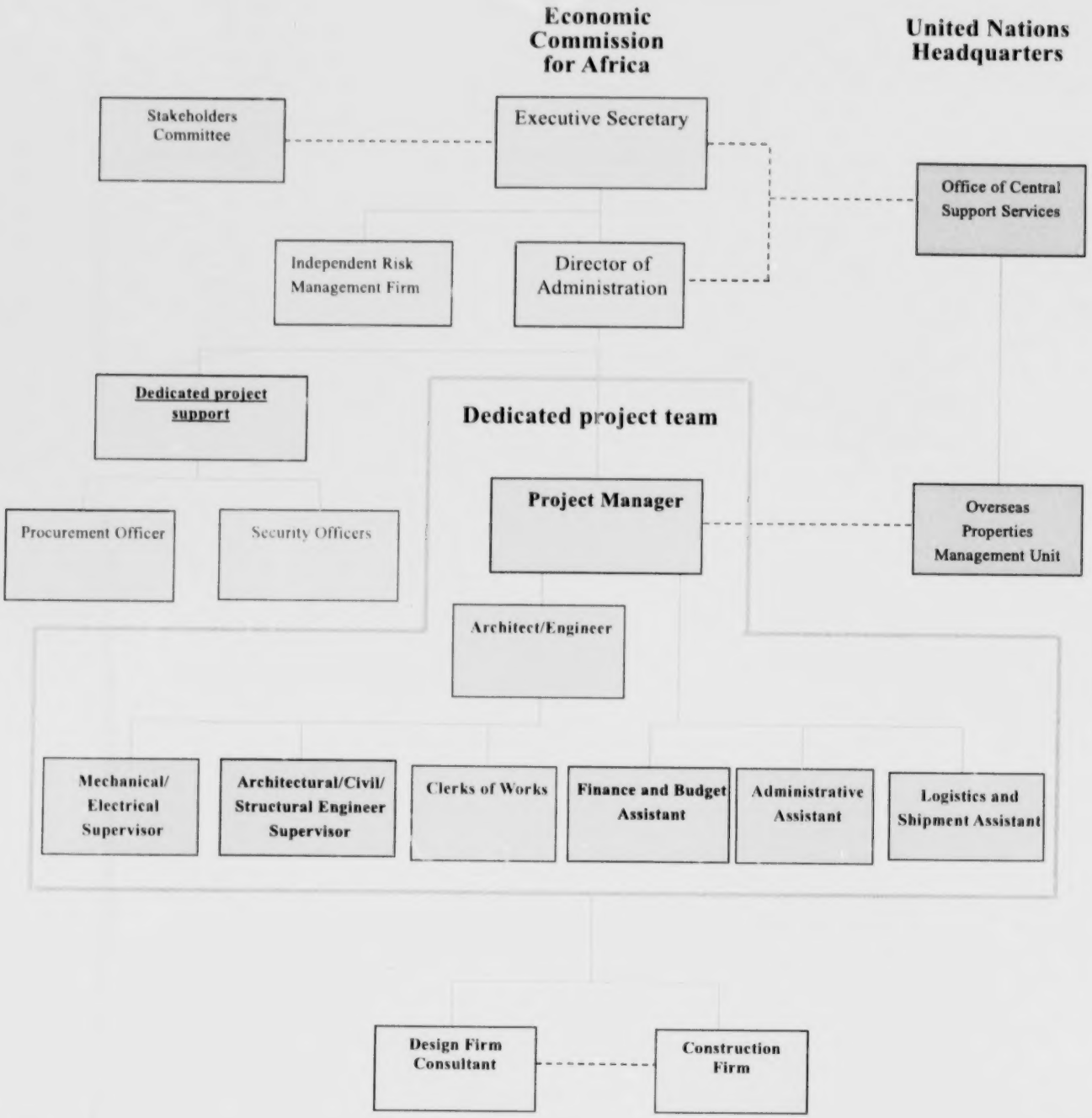
[c] Budgeted contingency of $925,200 has been fully expended.

[d] Resources in the amount of $759,800 for security requirements were approved under section 33, Safety and security, in resolution 62/238 as part of the programme budget for the biennium 2008-2009.

[e] Ancillary projects phase I.

Annex III

Africa Hall renovation project governance structure



Annex IV

Roles of the remaining positions of the dedicated project management team and project support

Dedicated project management team

(a) **Architect/Engineer (P-4):** The incumbent of the position would report to the Project Manager and be responsible for analyses, review and advice on the project planning, site investigation, design, logistics, construction, maintenance, site utility integration and commissioning of systems and facilities for the project. He or she would coordinate the evaluation, review and revision of the project documents, and analyse design specifications included in project proposals for accuracy, soundness, feasibility and cost. He/she would prepare project reports, recommend solutions to unusual project problems and provide expert technical advice on overall policies, procedures and guidelines pertinent to the project.

(b) **Architectural/Civil/Structural Engineer Supervisor (National Professional Officer):** The incumbent would report to the Architect/Engineer and provide independent assessment of all works performed, complementing the level of checks, inspections and balances during the project relevant to their area of assignment. He or she would be responsible for maintaining full knowledge of the contracts, amendments to contract, production time-schedules, designs, and specifications, bills of quantities, change orders, and measurement methods applied, the Quality Assurance System and other frameworks, including revisions relevant to architectural/civil systems of the project. During construction implementation of the project he or she would perform site supervision, inspections and recordings and identify early on non-compliances with contract documentation.

(c) **Mechanical/Electrical Supervisor (National Professional Officer):** The incumbent would report to the Architect/Engineer and provide an assessment of all works performed by the mechanical/electrical designers, complementing the level of checks, inspections and balances during the project relevant to his/her area of expertise. He or she would attend all meetings relating to electrical, mechanical, fire alarm systems, security, information technology, complex electromechanical systems, related site utilities, elevators and other related issues, as appropriate and keep notes and records of said meetings. He or she is responsible for monitoring, analysing and responding to the construction contractors' reports once on-board and will assist in monitoring and evaluating change-order proposals as pertained to mechanical and electrical components of the project.

(d) **Clerk of Works (National Professional Officer):** Under the general supervision of the Project Manager, the Clerk of Works would be responsible for inspection and provide advice on all materials going into the project for quality and adherence to the specification. He or she would perform inspections of the construction site, develop a logistics-swing space plan and its surroundings to ensure compliance with project aims, provide guidelines on environmental management and housekeeping/safety/security on the site, and identify any unexpected issues of environmental concern that need to be managed. He or she would be responsible for inspection of the workmanship and practices of the contractor and crews engaged in the construction and ensure the integration of the design deliverables into construction tender documentation prior to bidding. He or

she would backstop the Project Manager and project team in reviewing the designers and contractor's plans and specifications, and perform other duties as necessary to ensure the delivery of the project remains on schedule.

(e) **Finance and Budget Assistant (Local level):** Under the general supervision of the Project Manager, the incumbent would be primarily responsible for preparing analysis and business reports as they apply to administrative budgetary finance requirements in compliance with Financial Regulations and Rules of the United Nations, International Public Sector Accounting Standards (IPSAS) and Umoja requirements. He or she would be responsible for the preparation of budget requirements, allotment requests, cost plans, monthly cash flow forecasts, and disbursements to vendors, periodic financial statements and other reports as required while maintaining all financial and budgetary project records.

(f) **Logistics and Shipping Assistant (Local level):** Under the general supervision of the Project Manager, the incumbent would be responsible for arrangement, organization, and facilitation of the importation and exportation of the project's consignments, shipments and other official cargo. He or she would advise on matters relating to shipping, insurance and customs as well as on the host country and other countries' customs, shipping and insurance rules and regulations. He or she would serve as IPSAS focal point and carry out troubleshooting functions, follow-up and ensure recording of goods-in-transit based on IPSAS compliance; supervise and support maintenance of IPSAS entitlements reference tables, use of the Umoja logistics module and inbound outbound goods process, provide assurance that both outgoing and incoming shipments, consignments and cargo contain approved materials only. He or she would perform other administrative functions, such as preparation of memorandums, letters, notes verbales and other items of correspondence to various Government ministries, departments and agencies. He or she would conduct periodic inventory control, solicit quotations, obtain insurance, prepare claims, and conduct other logistical assignments as required.

Dedicated project support

(g) **Procurement Officer (P-3):** the incumbent would report to the Chief of the Procurement Unit of ECA. Several large-scale international procurement actions are required to take place to address all the components of the project. The incumbent would be responsible for the oversight, preparation, and finalization of all these tenders and contractual documents, contracts administration, background research and vetting process of the general contractor and numerous subcontractors, and communication with legal teams both at the ECA and Headquarters. It is proposed that the Procurement Officer be recruited in 2016, in parallel with the additional dedicated project team members, and will be essential in forwarding all the procurement actions required for the success of the renovation, including contract management, through construction.

(h) **Security Officers (Local level):** six Security Officers will be needed to control activities at the construction site for the duration of the construction, beginning in 2017 through 2020. The incumbents of the positions would report to the Chief of the Safety and Security Section or his or her designate.

Annex V

Project cost plan for the proposed renovation of the Africa Hall Building at the Economic Commission for Africa, by year

(Thousands of United States dollars)

	2015	*2016*	*2017*	*2018*	*2019*	*2020*	*2021*	*Estimated total*
Construction costs								
Construction trade costs	–	–	5 459.7	8 687.3	13 665.0	3 424.0	–	31 236.0
Escalation pre-commencement (39 months)	–	–	742.2				–	742.2
Escalation construction (36 months)	–	–	–	1 475.6	2 960.6	908.5	–	5 344.7
Consultant fees	606.5	2 407.5	1 545.0	620.0	620.0	475.0	87.4	6 361.4
Contingency	121.3	481.5	1 549.4	2 156.6	3 449.1	961.5	17.5	8 736.9
Subtotal construction costs	**727.8**	**2 889.0**	**9 296.3**	**12 939.5**	**20 694.7**	**5 769.0**	**104.9**	**52 421.2**
Project supervision and management								
Commission project management team	56.6	471.6	745.7	745.7	745.7	745.7	267.8	3 778.8
Travel	–	8.4	27.6	17.0	17.0	17.0	8.5	95.5
Subtotal project supervision and management	**56.6**	**480.0**	**773.3**	**762.7**	**762.7**	**762.7**	**276.3**	**3 874.3**
Physical security requirements	–	–	37.6	150.2	150.2	150.2	112.6	600.8
Total	**784.4**	**3 369.0**	**10 107.2**	**13 852.4**	**21 607.6**	**6 681.9**	**493.8**	**56 896.3**

Note: No actual expenditure had been incurred at the time of the preparation of the report. Project management team expenses will be incurred beginning October 2015, and consultancy will be expensed once contract is finalized.

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Proposed programme budget for the biennium 2016-2017

Status of implementation of the information and communications technology strategy for the United Nations

Report of the Secretary-General

Summary

The present report, submitted in accordance with General Assembly resolution 69/262, provides detailed information on all elements of the information and communications technology (ICT) strategy for the United Nations, including an implementation plan with project assurance details such as a timeline, benchmarks and deliverables, and expected benefits and risks. The progress report outlines the ways in which ICT goals are aligned with the overall goals of the Organization and provides a status update on key ongoing and future ICT initiatives and an indicative five-year overall ICT budget projection for the Secretariat.

* A/70/150.

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I. Introduction

1. The revised information and communications technology (ICT) strategy for the United Nations was presented by the Secretary-General at the sixty-ninth session of the General Assembly. The Assembly endorsed all the elements of the strategy and requested that a progress report be submitted at its seventieth Session. The present report responds to the decisions of the Assembly as set out in its resolution 69/262.

2. Since the adoption of resolution 69/262, the Office of Information and Communications Technology has conducted a comprehensive assessment to determine the baseline of ICT assets and resources. The output of the assessment informed the exhaustive project management of the ICT strategy, its benchmarking and governance, and its five-year investment forecast. In order to collect and analyse ICT data and services, all ICT entities across the Secretariat were asked to participate in surveys and interviews.[1] The results enabled the development of the human capital management strategy and investment planning and the plan for system retirements, standardization, consolidation and harmonization; they also informed the strategy's risk management for ICT in the United Nations. While many activities are ongoing, considerable progress has been made eight months into the implementation of the strategy. The report sets out the progress relating to each element of implementation, status updates against key initiatives, and an overall indicative five-year budget projection.

3. The strategy was developed to support the goals of the United Nations; the present report therefore highlights the specific ICT activities that are aligned with the strategic operations of the Organization. The progress illustrated in the report with respect to the achievement of greater security, the reduction of fragmentation of resources and the rationalization of the application landscape enhances the ability of the Organization to fulfil its mandates. The Office of Information and Communications Technology is committed to taking full advantage of the latest technology developments and to sharing services throughout the Secretariat and with the agencies, funds and programmes to support the work of the Organization. In this respect, the Office has continued to engage with existing inter-agency groups, such as the United Nations System Chief Executives Board for Coordination (CEB) and the United Nations Development Group. The Office also hosted a Chief Information Officer conference for senior ICT managers throughout the United Nations system.[2] In addition, the Assistant Secretary-General/Chief Information Technology Officer is the Vice-Chair of the CEB ICT network. These activities demonstrate the continued efforts of the ICT community to work together to achieve harmonization, secure and improved service delivery and, ultimately, the successful implementation of the strategy.

[1] Gartner benchmark data were used as a baseline.

[2] Including the United Nations Educational, Scientific and Cultural Organization, the World Health Organization, the International Telecommunication Union, the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women.

II. Implementation of the information and communications technology strategy for the United Nations

A. Alignment with United Nations goals

4. Alignment between ICT and United Nations goals continues to be as challenging as it is critical. However, there is broad acknowledgement that technology is integral to meeting the aspirations of the United Nations. It is also recognized that alignment necessitates technology programmes that foster information-sharing, embody a unified approach and enable partnerships. In consultation throughout the Secretariat, the following ICT activities were determined to be necessary to strengthen the strategic and operational achievements of the Organization:

- Building the technology structure that will ensure successful deployment for Umoja transformation
- Building integrated solutions to support the work of the United Nations in the areas of peace and security, development, human rights and international law, using technology to help to strengthen transparency, coherence and accountability
- Developing innovative solutions to support the sustainable development goals
- Partnering with internal and external stakeholders to use technology in accordance with the priorities of the United Nations
- Consolidating functions to create a coherent capacity for partnering and delivery
- Enhancing the capacity of the United Nations to use technology and innovative programmes in delivering to traditional and new constituencies
- Supporting the goal of early warning and early action through the deployment of analytics
- Reducing cyberattacks and strengthening security and privacy through comprehensive security solutions
- Strengthening ICT frameworks to enable delivery across the Secretariat, in coordination with the United Nations agencies, funds and programmes

5. The above-mentioned activities will be achieved by:

- Consolidating ICT functions and realigning the ICT organizational structure by creating enterprise delivery centres for technology and systems solutions, regional ICT services and data centres
- Developing, documenting and implementing the architecture for core ICT systems and services in the Secretariat
- Monitoring the performance of ICT services by establishing key performance indicators to provide effective services to clients
- Managing and mitigating risks for the Organization through technology

- Maintaining systems in good state of repair and refreshing technology as required
- Prioritizing new investment strategies according to business impact and financial constraints (including clear returns on investment)
- Protecting critical business processes and information assets of the Organization through established business continuity and disaster recovery measures
- Improving the security and privacy of ICT assets and activities
- Regularly assessing new technology and reinforcing training accordingly

6. The strategy and priority initiatives will streamline and strengthen structures in order to enhance ICT investments and leverage technology in support of the work of the United Nations. The continued support and interest of the Member States are important in ensuring the successful implementation of the strategy, not least owing to its interdependency on other key initiatives such as Umoja and the global service delivery model . A critical enabler of shared services in the Organization is a comprehensive, secure, reliable and efficient ICT infrastructure and both the strategy and Umoja have been closely woven into the development of the global service delivery model. As the deployment of Umoja consistently progresses, technology offices worldwide will focus resources towards supporting the substantive work of the Organization, providing better services to Member States.

B. Governance and compliance

Governance

7. The strategy outlined the importance of the governance framework in overseeing ICT policies and guidelines, architecture, standards and investment choices. Operating within this framework, the ICT Executive Committee, the ICT Board and the business community have been regularly reviewing governance mechanisms and implementing procedures, policies and processes to improve monitoring and compliance. The Management Committee has also been reviewing progress on strategy implementation as an independent internal challenge mechanism. In addition, a software development coordination group has been established to manage application delivery throughout the Secretariat. Advisory boards are a key governance component of the regional technology centres and have been established in each region to provide input into the development of the annual regional technology centre workplan.

8. The Office of Information and Communications Technology has been working closely with the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services to ensure the visibility of ICT investments and major acquisitions across the Secretariat. Departmental investment and project proposals are subject to central review and internal challenge by regional technology centres and enterprise applications centres before the submission of programme budget proposals to the Office of Programme Planning, Budget and Accounts. Major investments in technologies and acquisitions will be assessed by the Office of Information and Communications Technology prior to the solicitation process being launched by the Procurement Division.

Compliance (information and communications policies)

9. In collaboration with ICT units across the Secretariat, the Office of Information and Communications Technology has been developing a body of ICT policies to ensure standardized management of ICT resources and to improve coordinated usage and operation of ICT throughout departments and duty stations.

10. An ICT policy compliance function is currently being established, as part of the self-regulatory initiative, to provide support for supervisors in carrying out their management responsibilities. Clear guidance on managing data, ICT resources and tools has been promulgated throughout the Organization; however, further efforts are required to ensure the consistent and comprehensive application of policies and guidelines. One of the lessons learned is that, alongside policy development and circulation, more explanatory communication with staff may be necessary to aid their understanding and to encourage greater compliance.

11. A series of policy documents is currently under review, which will enable the Chief Information Technology Officer to formally delegate authority to manage ICT resources to the regional technology centres and the enterprise applications centres. In the meantime, the Chief Information Technology Officer authorized offices away from Headquarters to implement the strategy in accordance with established structures.

C. Project assurance and performance management

12. All critical ICT projects are overseen by a newly established Enterprise Project Programme Management Office, which has instituted the necessary governance, project repository and training. On a monthly basis, the Office tracks each project by monitoring associated key performance indicators, including scope, timeline, costs and human resources. The overall completion rate of the projects is 45 per

cent, with the remaining 55 per cent on schedule for completion. Annex I below provides an implementation timeline with key project milestones.

13. The recommendation of the Board of Auditors and the corresponding General Assembly resolution (resolution 67/254) established the need for more comprehensive performance information on ICT services. The revised strategic framework for 2016-2017 (see A/70/80), which will be considered by the General Assembly at its seventieth session, presents the deliverables against which ICT performance will be measured.

D. Risk management

14. Risks associated with the strategy are all subject to the Secretariat's enterprise risk management methodology. In recent workshops organized to analyse global ICT risks, over 30 risks were identified. The chart below provides a summary of key risks and requisite mitigation activities.

Risk assessment	*Risk mitigation*
Inadequate ICT skillset	Increased training opportunities to upgrade skills, improve performance and enable staff mobility and career development
Decentralized procurement and lack of transparency of ICT contracts	Implementation of global sourcing and deployment of Umoja
Continued fragmentation, limiting effective implementation of the strategy	Improved service delivery, implementation of delegation of authority, strengthening of governance, controls and monitoring tools
Change fatigue, resistance to change	Increased stakeholder engagement and outreach and improved service delivery metrics
Lack of information security awareness	Monitoring of the completion rate of mandatory information security, and increased security threat communications
Lack of visibility of ICT assets	Implementation of asset monitoring and controls
Insufficient and fragmented funding relative to the increasing scale and complexity of ICT	Realization of efficiencies in ICT operations and reinvestment towards more strategic activities

III. Status update on key initiatives

A. Mainstreaming of Umoja

15. The mainstreaming of Umoja is under way and relevant functions are associated with a high-level project plan, which is routinely checked against risks and constraints. These functions include user access provisioning, disaster recovery,

help desk, network and infrastructure, and phase 1 of application interfaces to the Office of Information and Communications Technology. The Office and the Umoja team continue to collaborate closely in order to ensure a successful transition and are conducting a detailed assessment to identify the Umoja support model and the total cost of ownership for ICT. As a result of the assessment, the five-year budget planning assumptions for 2015-2019 have been determined, taking into account staffing and support, connectivity, upgrades and enhancements, and software licence and maintenance.

16. In the fifth progress report on Umoja (A/68/375), it was stated that $29 million to $49 million would be saved as a result of application decommissioning. The assessment of applications identified 461 for possible decommissioning through the deployment of Umoja. Over five years, the potential reduction from application decommissioning is estimated at $37.6 million. Applications for potential decommissioning are listed in the chart below.

Application category	*Number of applications*
Enterprise resource planning — Secretariat (Integrated Management Information System)	8
Finance and budget	104
Human resources	125
ICT operations	23
Information security	6
Programme management	1
Reports and analytics	37
Supply chain and logistics	125
Support services	1
Travel management	31
Total	**461**

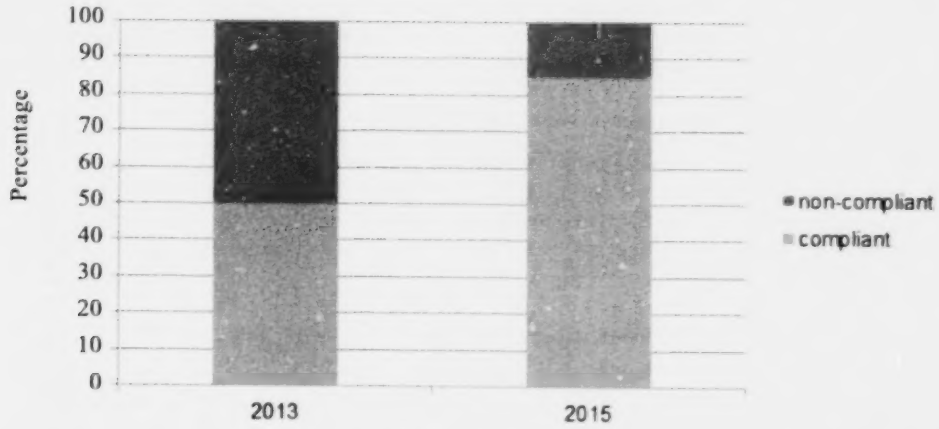
B. Information security and disaster recovery

Status update: 10-point action plan to strengthen information security

1. Workstation configuration: limit administrative privileges

17. An updated standard security configuration was implemented for all workstations as part of the migration to the Windows 7 operating system. This process is 95 per cent complete in New York; the remaining workstations are approved exceptions required to perform specific functions that cannot be migrated without significant effort. The implementation of related projects at other duty stations is ongoing. On a daily average, there are more than 800 instances of malicious software blocked by security software on workstations at United Nations Headquarters alone: this is approximately 7,000 globally. An additional 11 incidents are discovered daily by the global intrusion detection system.

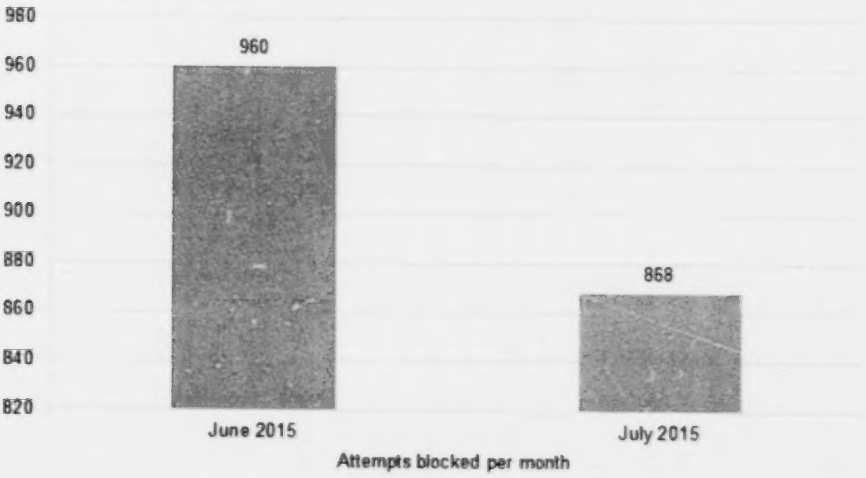
Number of workstations configured in compliance with policies and procedures (i.e. without administrative privileges)



2. E-mail: improved filtering for malicious code

18. A comprehensive e-mail gateway filtering system has been deployed for spam, trojans and unknown malicious software in order to provide more effective security capabilities. The system provides protection for the Secretariat's primary e-mail domain "@un.org" (comprising approximately 50,000 users) and allows the Organization to detect and block more than 1,700 malicious e-mail attachments daily. Additional measures were carried out to improve capabilities to protect against cyberthreats, on a daily average detecting and blocking more than 2,000,000 potentially malicious Internet connections at Headquarters, offices away from Headquarters and regional economic commissions.

Blocked attempts to access malicious content in websites[a]



[a] Prior to the deployment of advanced web filters in June 2015, these malicious actions remained undetected, exposing the Organization to significant unmitigated risks.

3. Mandatory information security awareness training for all staff

19. A computer-based interactive information security awareness course has been developed and made available to all Secretariat users globally. It has also been shared with and made available to other United Nations entities, including agencies, funds and programmes, to help to raise awareness of information security issues.

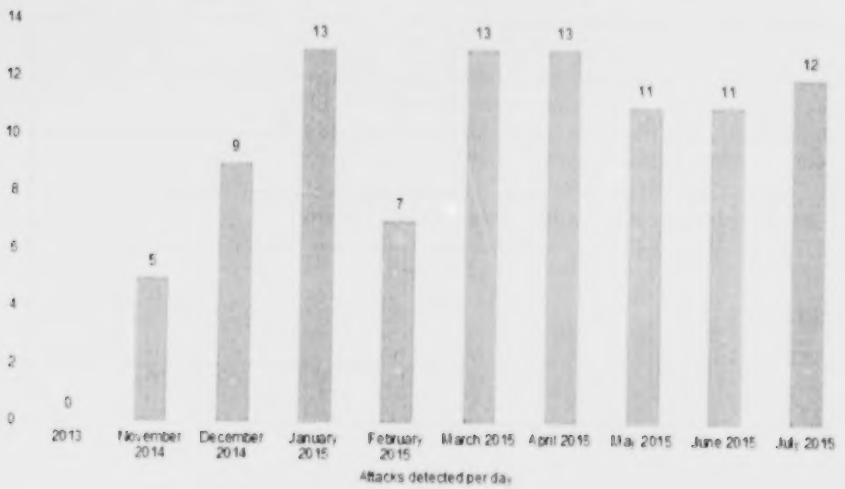
4. Network security: segmentation of network zones

20. The segmentation of network zones is a critical information security control. In order to implement network segmentation, new firewalls with "next-generation" capabilities are being implemented. The network topology for data centres was reviewed and redesigned to establish a three-tier environment and to further segregate environments.

5. Deployment of an intrusion detection system

21. Intrusion detection solutions have been deployed to Headquarters, offices away from Headquarters and regional economic commissions, as well as the enterprise data centres . The system processes thousands of events on a daily basis through automation and verifies all alerts locally. There are over 4,000 critical intrusions detected every year; trends indicate that this number will triple each year.

Intrusion detection system[a]



[a] Prior to the deployment of the intrusion detection system, these malicious actions remained undetected, exposing the Organization to significant unmitigated risks.

6. Subscription to a cybersecurity service/feed

22. Cybersecurity feed-sharing capabilities have been established as part of existing services and a new Cybersecurity Group has been established to work with departments to build capacity, train and provide services. The Secretariat is also participating in an inter-agency pilot project to share information and cyberattack experiences.

7. Approve and promulgate pending draft policies

23. A number of policies, guidelines and technical procedures have been promulgated, including an information security policy directive and seven technical procedures specifically related to information security.

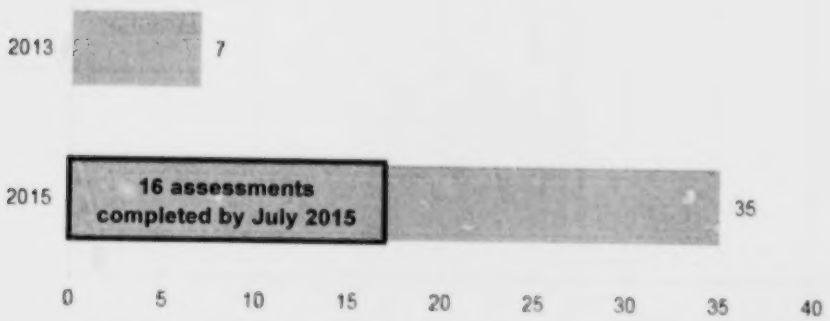
8. Classify information assets

24. A high-level policy on information sensitivity, classification and handling (ST/SGB/2007/6) exists and further guidance has been developed.

9. Mandate implementation of minimum requirements for public websites

25. The minimum requirements for public websites have been promulgated and a compliance reporting mechanism has been established. Detailed information security reviews of more than 25 public website applications were carried out to identify vulnerabilities. In addition, semi-annual assessments of websites have been scheduled.

Capacity to conduct information security assessments per year



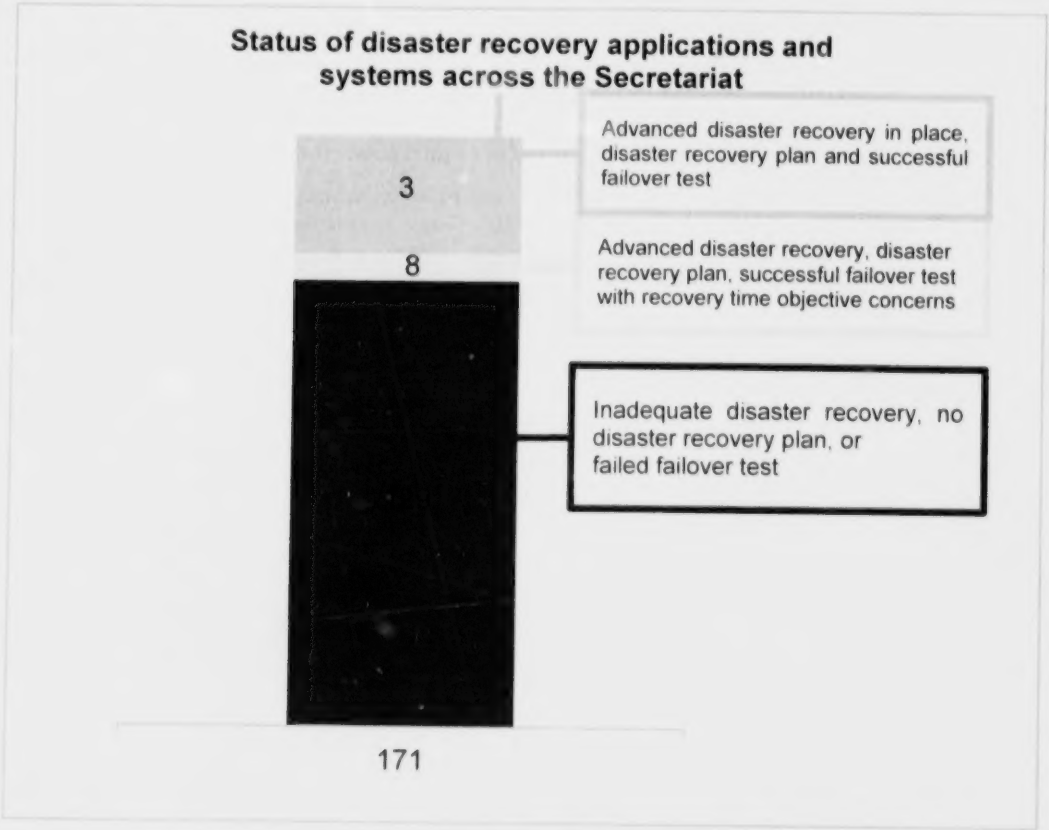
10. Mandatory reporting of information security incidents and sharing of actionable information across the Secretariat

26. A technical procedure to standardize the response to information security incidents was developed and promulgated in 2015. Subsequently, a common taxonomy for information security incidents has been defined and deployed.

Disaster recovery

27. As a part of the implementation of the operational resilience management system across the Secretariat, 171 critical systems and applications supporting critical processes were identified. An internal review in July 2015 revealed a systemic weakness in disaster recovery. Most duty stations have basic disaster recovery that allows for local recovery of critical systems in 24 hours; this capability is fragmented and inefficient and does not consistently ensure resilience. A small number of enterprise applications, including Umoja, are hosted in the enterprise data centres, with successful annual disaster recovery tests. Continued efforts are being made to improve disaster recovery in the enterprise data centres

and the number of critical applications will be reduced.[3] Significant investment and substantially increased annual operations and maintenance costs will be required to provide advanced disaster recovery capabilities. The chart below illustrates the current status of disaster recovery for existing critical applications.


Status of disaster recovery applications and systems across the Secretariat
3
8
171
Advanced disaster recovery in place, disaster recovery plan and successful failover test
Advanced disaster recovery, disaster recovery plan, successful failover test with recovery time objective concerns
Inadequate disaster recovery, no disaster recovery plan, or failed failover test

[3] Industry best practices indicate that large multinational organizations should have no more than 15 to 20 "business critical" applications.

C. Enterprise application centres

28. Effective information security and disaster recovery in the United Nations is dependent on a robust application landscape. To that end, enterprise applications centres have been established in New York, Vienna and Bangkok in order to reduce the fragmentation of application development across the Secretariat. As part of a cohesive programme, application development can take place in offices under the management of the enterprise applications centres. The centres have also developed a multi-phased harmonization plan, the first phase of which is the establishment of a United Nations global application portfolio repository.[4]

29. On the basis of reports received from Headquarters, offices away from Headquarters, regional economic commissions and field missions, 2,300 applications have been validated: as at 1 June 2015, there were 2,160 active applications and 140 applications in "sunset" and/or retired mode. This information has been assessed, categorized and used for the development of the application rationalization road maps, based upon several guiding principles. These principles include decommissioning applications with low business value and high maintenance costs, replacing duplicative applications with standard enterprise solutions, and modernizing those that rely on obsolete or non-standard technologies. All enterprise and critical applications must meet information security, business continuity and disaster recovery standards and requirements. The applications in use were categorized by the following functional areas:

Category	*Number of applications*
Knowledge management	516
ICT operations	264
Human resources	211
Finance and budget	158
Supply chain and logistics	151
Safety and security	132
Conference management	108
Support services	101
Travel management	75
Reports and analytics	67
Customer relationship management	63
Programme management	58
Statistics	40
Air operations	33
Other	33
Court management	25
Development tools	25
Information security	23
Drugs and crime	21

[4] See https://uniteapps.un.org.

Category	*Number of applications*
Peacekeeping	21
Human rights	15
Medical services	11
Enterprise resource planning — Secretariat	9
Total	**2 160**

30. The most common types of applications within broader categories include:

Category	*Number of applications*
Document repositories	200
Correspondence tracking	149
Telephone billing/call logs	55
Inventory/asset tracking	48
Collaboration tools and forums	41
Time and absence	37
Request for services	28
Procurement	26
Digital assets	24
Contract management	14
Reference and terminology databases	14
Library applications	12
Human resources roster databases	10
Total	**658**

31. The analysis of the global application portfolio indicated the following harmonization opportunities:

Application road maps	*Number of applications*
Consolidate with Umoja	461
Consolidate with Unite Docs	136
Consolidate with Inspira	51
Consolidate with eBilling	38
Consolidate with iNeed	36
Consolidate with Unite Connections	36
Consolidate with other systems	135
Subtotal	**893**
Maintain	523
Harmonize/define common solutions	438

Application road maps	*Number of applications*
Review	250
Modernize/technology upgrade	30
Retire without replacement	26
Total	**2 160**

32. A total of 893 applications can potentially be consolidated into enterprise systems and an additional 438 applications can be harmonized by developing common automation solutions or adopting existing applications (best of "breed" approach). As applications are harmonized and decommissioned, historical data will be maintained in one data warehouse for business intelligence and analytics requirements. Applications with functionality common to enterprise applications will be harmonized into those applications. ICT industry studies indicate that application rationalization in large organizations take up to five years; it is therefore expected that application consolidation and harmonization at the United Nations will be completed by 2020 and will result in the significant reduction of applications (approximately 1,000 systems or 46 per cent of current inventory).

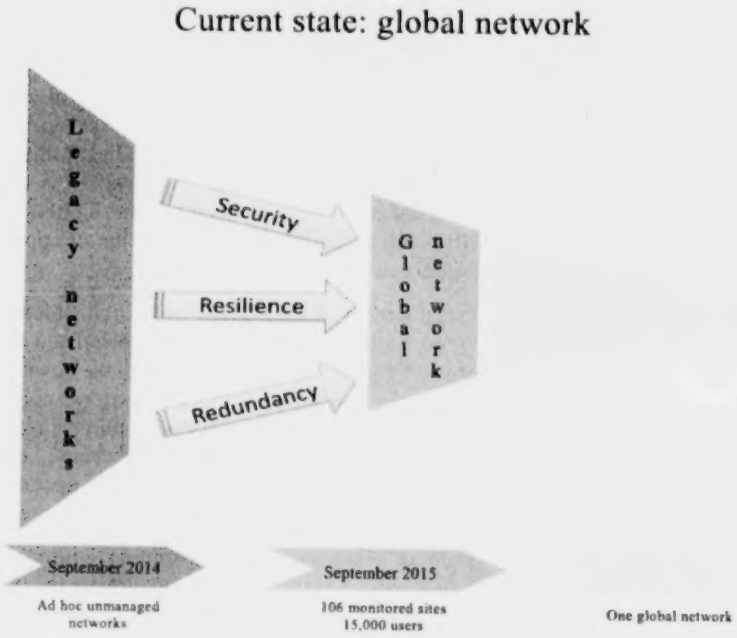
33. An integral component of application management is the consideration of ways in which the work of the United Nations is sufficiently supported and in which the Secretariat can operate more efficiently. Solutions are being developed to improve systems and standardization in the areas of inspections of contingent-owned equipment; rations and fuel management in peacekeeping; information exchange to combat illegal drug movement and organized crime; customer relationship management; specialized online training; Umoja support; document and records management; and case, identity and talent management.

34. Inroads have also been made to remediate and harmonize United Nations websites. The goal is to move towards a customer-centric approach in which websites have full accessibility across a wide range of devices globally, while migrating to a shared secure platform approach that will reduce costs and ensure standards. A technology platform that ensures that websites can be multilingual and that all official languages can readily be used has been established. Content originators remain responsible for multilingual websites, but the platform facilitates the process by ensuring that technology has been implemented to provide an equivalent level of automation for publishing in each of the official languages.

D. Global wide-area network

35. The reliability and security of the Organization's network infrastructure is critical to voice, video, applications and data-related services. The ICT community has been interconnecting offices within a network framework designed to ensure consistently reliable and secure service delivery. This managed network allows for redundancy and for the prioritization of traffic. It also enhances capacity-planning and decision-making. Work has proceeded rapidly, in collaboration throughout the Secretariat, on migrating from the unmanaged legacy network to the standardized

global network, which services 106 Secretariat site locations and 15,025 users.[5] Peacekeeping missions, due to their environment, operate a different satellite-based network which, when coupled with the standardized global network, forms the integrated network for the Secretariat. Much work is still required, as additional Departments and Offices need reliable connectivity to the enterprise network to meet the demand for enterprise applications, services and future innovations. The chart below illustrates achievements in developing the global network infrastructure.



E. Regional technology centres

36. The regional technology centres have been established and are partially operational, complementing the regions established for peacekeeping operations. They play a pivotal role in facilitating the cohesive implementation of the Organization's strategic initiatives. Regional technology centres adhere to a governance model and an annual regional technology centre work plan with goals to implement information security initiatives; harmonize service delivery; standardize the global ICT network; deliver support for successful Umoja delivery; and establish procedures to better utilize global contracts. Existing capacities at United Nations Headquarters and at key offices away from Headquarters have been leveraged to assign regional technology centre status to the existing regional centres at the United Nations Office at Nairobi (for Africa), in New York (for the Americas), at the Economic and Social

[5] Including United Nations Headquarters, offices away from Headquarters, regional economic commissions, enterprise data centres and cluster three entities, the United Nations Environment Programme, the United Nations Human Settlements Programme and the Office for the Coordination of Humanitarian Affairs of the Secretariat.

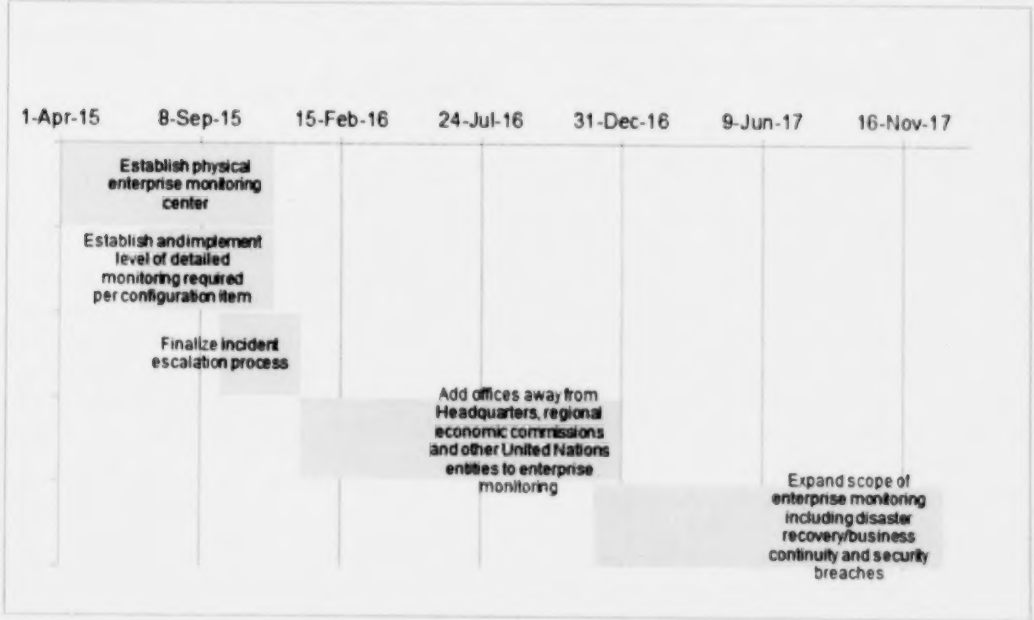
Commission for Asia and the Pacific (ESCAP) (for Asia) and at the United Nations Office at Geneva (for Europe).

37. Local ICT entities are responsible for managing day-to-day operations, providing ICT services in support of local departments and offices. The regional technology centres work closely with the enterprise applications centres and coordinate the operations of the Enterprise Service Desk. They are also significantly contributing to the successful roll-out of Umoja by coordinating connectivity to the global network and providing support to Umoja users through the Enterprise Service Desk. The focus of the regional technology centres on information security brings a holistic approach to managing implementation and compliance with standards, policies and best practices.

F. Global monitoring (enterprise network operations communications and security)

38. Enterprise network monitoring centres have been established and will be staffed to provide end-to-end, around-the-clock visibility of the global network across technical and administrative domains. Comprehensive ICT and infrastructure monitoring across the Organization will be achieved in a phased manner over the next four years as outlined in the chart below. (Network monitoring has already been deployed for Department of Field Support networks.)

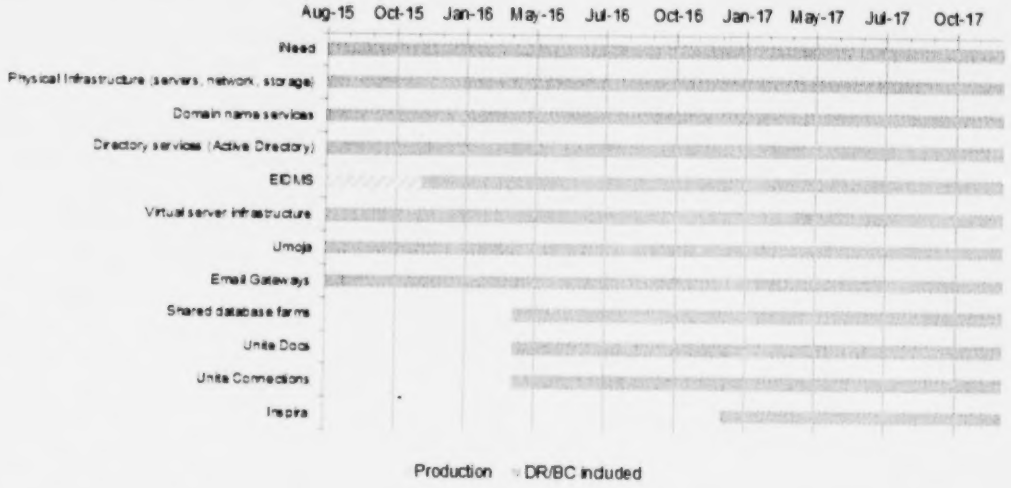
Global monitoring implementation


1-Apr-15
8-Sep-15
15-Feb-16
24-Jul-16
31-Dec-16
9-Jun-17
16-Nov-17
Establish physical enterprise monitoring center
Establish and implement level of detailed monitoring required per configuration item
Finalize incident escalation process
Add offices away from Headquarters, regional economic commissions and other United Nations entities to enterprise monitoring
Expand scope of enterprise monitoring including disaster recovery/business continuity and security breaches

G. Enterprise data centres

39. The enterprise data centres are fully operational with data-hosting capacity. The information security infrastructure has been migrated and fully upgraded and is being administered from the enterprise data centres. Core enterprise systems servicing ICT across the Secretariat have been established at the enterprise data centres. Umoja, iNeed and e-mail secure gateways have also been established, with disaster recovery and business continuity in place and tested. The provisioning of, and operations and support for, core infrastructure services are now centralized.

Status of migrations: enterprise data centres



H. Global engineering and conferencing

40. Recent years have seen a significant increase in the demand for conference support across the Secretariat. Formal meetings at Headquarters increased from 2,894 in 2008 to 6,343 in 2014 and the number of videoconferences supported during the same period increased from 1,096 to 4,963. Historically, systems to support these meetings were developed in isolation, resulting in fragmentation. To address this issue and to bring about a coherent conferencing technology landscape, a global engineering and conferencing capacity is operational, using current resources to develop and implement work programmes.

I. Enterprise Service Desk

41. The Enterprise Service Desk provides tier 1 level support for Umoja and other enterprise applications for staff across the Secretariat (for peacekeeping field missions, tier 1 level support for Umoja is provided locally). The Enterprise Service Desk became operational in September 2014 and provides global, around-the-clock coverage from five enterprise service desks located in Bangkok; Brindisi, Italy; Geneva; Nairobi; and New York. The principal objectives of the Enterprise Service

Desk are to constitute a cost-effective and more efficient shared-service global model, serve as a single point of contact for service requests, and achieve scale and facilitate in-house development of Umoja support expertise. All application help desks are being consolidated into the Enterprise Service Desk, which will allow for target reductions to be reached. The performance of the service desk for Umoja has been at 70 per cent resolution on the first call, with an average resolution time of eight hours.

J. Defragmentation

42. As part of the harmonization efforts in the Department of Management, during the 2016-2017 biennium, ICT functions in the Office of Central Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts are proposed to be consolidated under the Office of Information and Communications Technology, namely, the enterprise applications centres in New York and Bangkok, the Enterprise Service Desk of the Global Services Division and the Global Operations Division. Harmonization of other departments such as the Department for General Assembly and Conference Management and the Department of Safety and Security is under way and discussions have been initiated with the Department of Public Information and the Office for the Coordination of Humanitarian Affairs. At the same time, ICT consolidation efforts are taking place between the United Nations Office at Geneva and the Department for General Assembly and Conference Management.

K. Enterprise business intelligence and analytics

43. There are 22 business warehouses in the United Nations housing data and information; however, these data are of limited value since they serve only local requirements and do not permit aggregation across the Organization. An enterprise business intelligence and analytics capacity has therefore been established, in addition to a Data Governance Board, to provide access to information, support decision-making, improve insight and strengthen accountability.

IV. Budget, human resources and global sourcing

Budget and human resources assessment

44. In the assessment of budget and human resources, the Office of Information and Communications Technology undertook comparative analyses in order to assist Member States and the Organization with decision-making relating to investments, planning, budgeting, ongoing operational assumptions and identification of quantitative best practices. Industry data were used to improve the alignment of business units with integration opportunities and to ensure the prioritization of approved funding towards critical areas starting from the 2014-2015 biennium, while delivering on mandates. They were also used to determine the optimal level of investment in ICT required beyond 2015. ICT spending can be justified through benchmarking and metric analysis in order to develop proposals for the biennium 2016-2017 (see A/70/6 (sect. 29E), correct the configuration of organizational structures and resultant staffing costs and identify opportunities for cost

optimization and future investments. Benchmarking industry data were also applied for the preparation of planning assumptions for the biennium 2018-2019. Continuing use of the benchmarking data will facilitate the appropriate combination of insourcing and use of contractual services at fair-market prices and available service levels.

45. During the biennium 2014-2015, the United Nations is spending[6] $5,427 per user, if 10,278 regular budget posts (see A/70/6, Introduction) and 123,945 personnel[7] deployed in peacekeeping operations are taken into account. Exclusive of the resources allocated to Umoja, the Organization will be spending 2.9 per cent of its regular budget, 5.5 per cent of its peacekeeping budgets, 4.3 per cent of resources allocated to special political missions, 0.1 per cent of extrabudgetary resources and 9.1 per cent of support account resources towards ICT during the biennium 2016-2017 (see annex II below). The planning assumptions for 2018-2019 use the 2016-2017 biennium baseline, in which the United Nations will be spending approximately 3.0 per cent of its budget financed from various sources towards ICT programmes and activities. The benchmarking data will be considered in the creation of future state (both short- and long-term) objectives to quantify 2018-2019 ICT budget proposals, subject to a budget outline to be established by Member States.

Outcomes of the assessment and planning assumptions

46. A trend analysis of ICT staff and non-staff resources for the three bienniums (2014-2015, 2016-2017 and 2018-2019) is set out in annex III below. Most of the 2014-2015 non-staff resources in Headquarters, offices away from Headquarters and regional economic commissions are spent on infrastructure acquisitions and support. In line with the strategy, resources will be directed towards strengthening governance and compliance, application deployment, development and support, acquisition and rationalization, and business intelligence and analytics by 2018-2019.

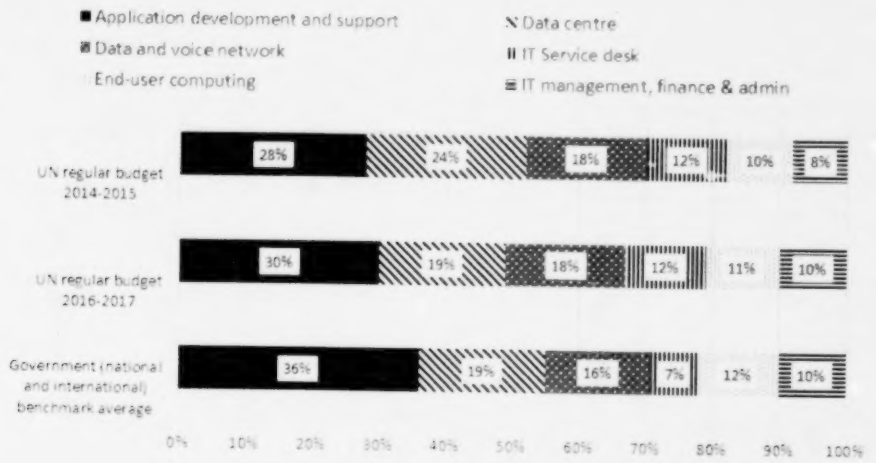
47. Figure I below shows the spending trends in various ICT areas. In the application deployment, development and support area, for example, the Organization presently spends 28 per cent of the approved appropriations; by comparison, industry invests 36 per cent. The analysis indicates that sufficient resources should be allocated to this and other priority areas of ICT. The areas where a potential shift in investment decisions is envisaged are service desk and information technology management and end-user computing.

[6] This amount would be lower if all temporary personnel, junior professionals and consultants were taken into account.

[7] See peacekeeping fact sheet at www.un.org.

Figure I

Resources allocated to information and communications technology functional areas (in percentage)



Source: Gartner IT Key metrics data 2015.

48. The Office of Information and Communications Technology identified and estimated the cost impact of the strategy on the Secretariat, offices away from Headquarters and regional economic commissions for the regular budget in respect of the acquisition of new assets and replacements. Industry benchmarks indicate that an increase of approximately 5 per cent in investments is expected to replace assets that have reached the end of their life cycle. It was determined that the demand for additional investments can be mitigated through the implementation of an alternative assets replacement schedule, applications rationalization, switch of the present e-mail system and transition to enterprise data centres, among other factors. By reviewing assets in use and initiating timely disposal (therefore reducing maintenance costs), the Organization will be in a position to align its budgets with the optimal replacement schedule and with required new acquisitions. The overview of the expected impact on the Secretariat of asset replacements is provided in figure II below.

Figure II

Estimated cost impact of the information and communications strategy on Secretariat, offices away from Headquarters and regional economic commission asset requirements (in addition to required asset replacements)

Excludes peacekeeping, Support Account for Peacekeeping Operations, special political missions, Umoja

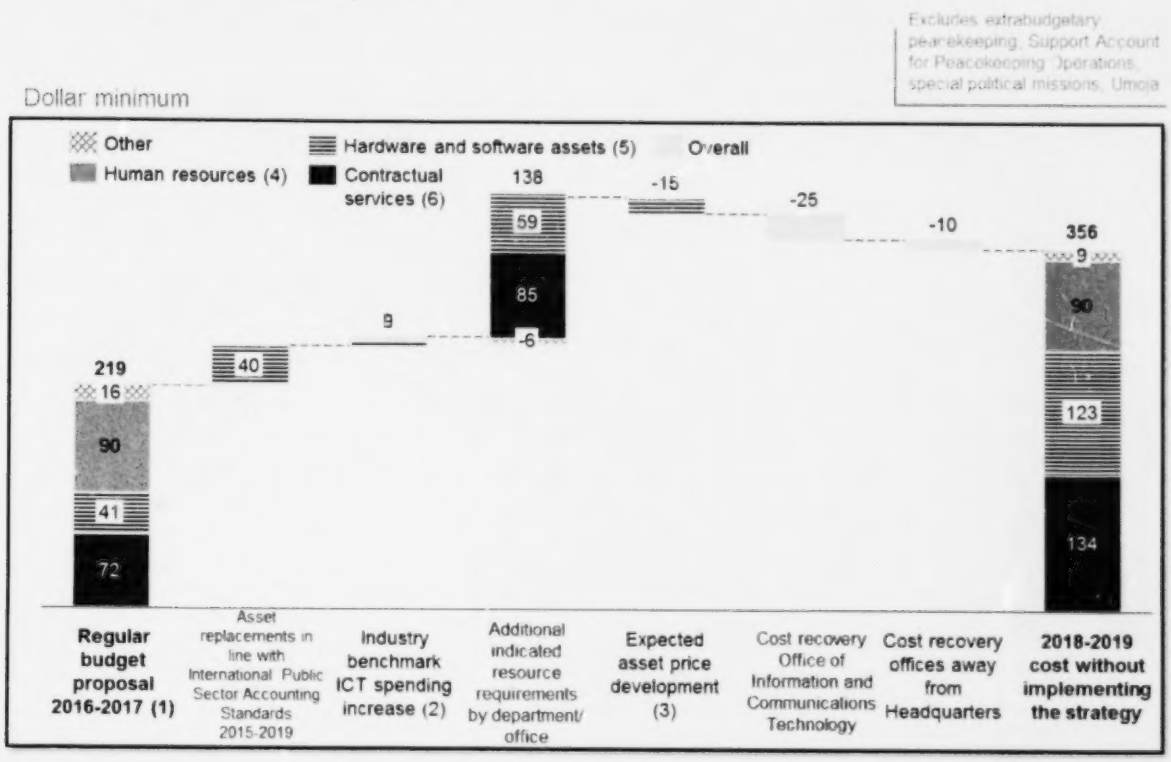
↑ Represents additional asset investment requirements ↓ Represents potential savings in asset costs

Initiative	Asset: Servers	Storage	Network equipment	Video-conferencing	Radio and mobile satellite communication	Telephone exchanges PBX	Software licences	Personal computing	Overall
Flexible workspaces	↑	↑	↑				↑	↓	↑
Information security			↑				↑	↑	↑
Internet-based wide-area technology			↑		↓				↑
Centralized configuration management	↑	↑					↑		↑
Conference centre deployment				↑					↑
Global communication	↑	↑	↑	↑	↓	↓	↑		↑
Transition to enterprise data centre	↓	↓							↓
Application rationalization	↓	↓					↓		↓
Switch of e-mail system	↓	↓					↓		↓
Industry benchmark	↓	↔	↑	↑	↓	↓	↓	↓	↑ 5% per annum
Overall trend	↓	↓	↑	↑	↓	↓	↓	↓	↑

Source: IBM assessment, data provided by Gartner analysts.

49. Without implementing critical initiatives outlined in the strategy, the Secretariat will likely require a major increase in regular budget resources to continue to fund infrastructure and service demands for centrally funded activities. Details of the resource growth areas are outlined in figure III below. It is estimated that, with the implementation of the road map and measures outlined in the strategy, the increase in investment requirements in ICT would be contained to between plus 13 per cent and plus 27 per cent over the 2016-2017 budget proposal levels as presented in figure IV below.

Figure III
Potential cost increase without implementing the strategy[a]



Source: Programme budget reports for 2016-2017, supplementary information, IBM assessment, data provided by Gartner analysts.
Notes:

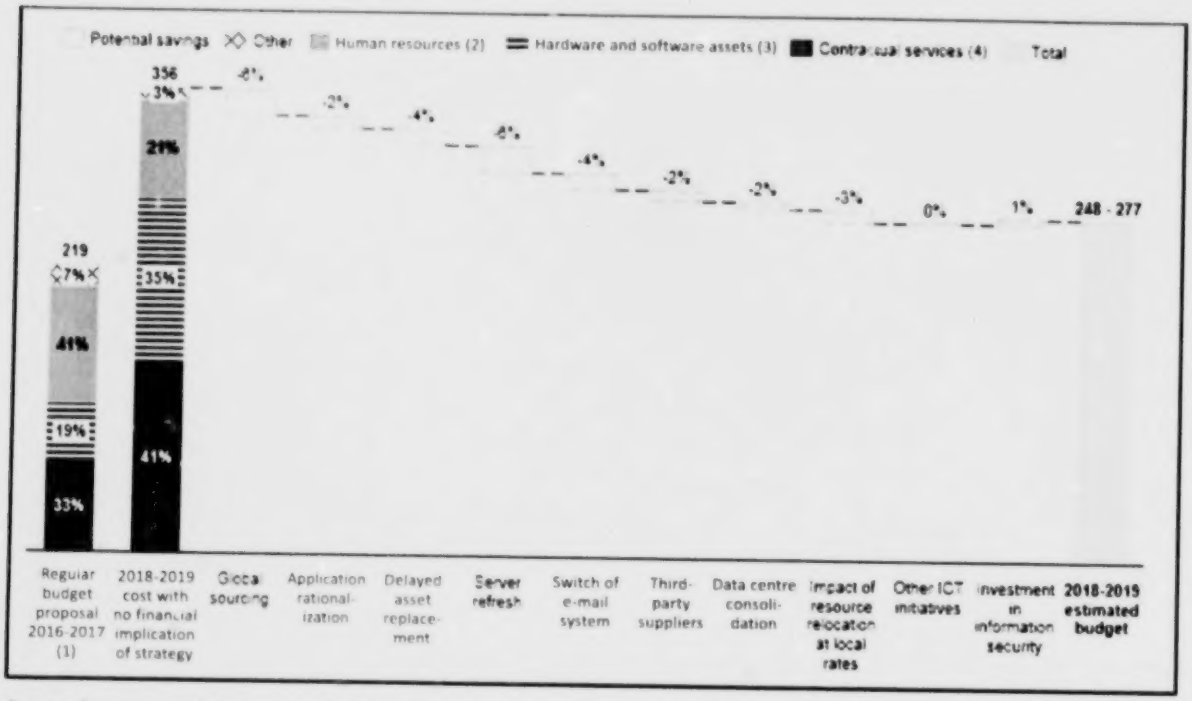
1. Based on the 2016-2017 regular budget proposals.
2. Gartner estimates that per year ICT expenditure will grow 0-5% for national and international government.
3. Estimated price drop of 5-10% per year over the period 2018-2019.
4. Excludes general temporary assistance costs.
5. Corresponds to "Data processing furniture and equipment" as covered by regular budget cost areas.
6. Combines "Data processing services", "Data processing supplies" and "Rental and maintenance" as covered by regular budget cost areas.

[a] The distribution of resources across five major categories of expenditure during the 2016-2017 and 2018-2019 bienniums is as follows: studio production and conferencing (5 per cent, no change); personal computing hardware (reduction from 7 per cent to 6 per cent); service desk (reduction from 13 per cent to 11 per cent); servers (increase from 9 per cent to 12 per cent); storage (13 per cent, no change); voice and data (increase from 19 per cent to 22 per cent); governance and compliance (7 per cent, no change); solutions (decrease from 27% to 24%).

Figure IV

Resource impact of the strategy on the regular budget[5]

Dollar minimum, percentage of 2018-2019 cost without implementing the strategy unless otherwise indicated. Excludes extrabudgetary, peacekeeping, Support Account for Peacekeeping Operations, special political missions, Umoja.



Source: Programme budget reports for 2016-2017, supplementary information, IBM assessment, data provided by Gartner analysts.

Notes:

1. Based on the 2016-2017 regular budget proposals.
2. Excludes general temporary assistance costs.
3. Corresponds to "Data processing furniture and equipment" as covered by regular budget cost areas.
4. Combines "Data processing services", "Data processing supplies" and "Rental and maintenance" as covered by regular budget cost areas.

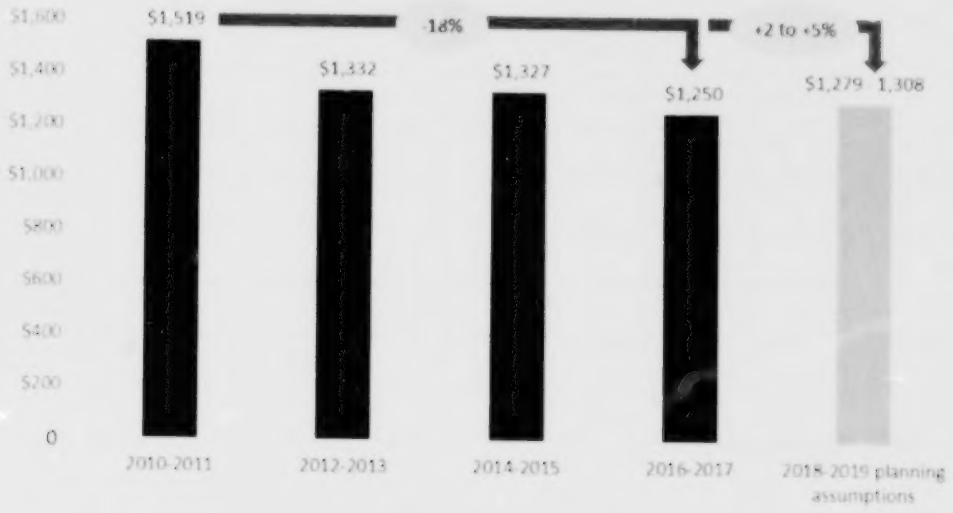
50. Figure V below presents an overview of the estimated directional impact of ICT initiatives on all the budgets of the Secretariat, offices away from Headquarters and regional economic commissions. The increase in the regular budget requirements demonstrated in figure IV corresponds to the increase of between 2 per cent to 5 per cent for ICT requirements across all sources of funding. The trend is summarized in figure V below (this analysis is based on the assumption that all non-regular budget resources will remain at the current level).

[5] Distribution of resources across five major categories of expenditure during the 2016-2017 and 2018-2019 bienniums is as follows: studio production and conferencing (5 per cent, no change); personal computing hardware (7 per cent, no change); service desk (12 per cent, no change); servers (decrease from 10 per cent to 8 per cent); storage (reduction from 13 per cent to 11 per cent); voice and data (reduction from 20 per cent to 18 per cent); governance and compliance (increase from 7 per cent to 9 per cent); solutions (increase from 26 per cent to 29 per cent).

Figure V

Overview of the information and communications technology budgets per biennium for all sources of funding and estimated increase in investment requirements, excluding Umoja

(Millions of dollars)



Human Resources Management Framework

51. Another key component of the strategy is the alignment of ICT skill sets with emerging business needs. The Advisory Committee on Administrative and Budgetary Questions recognized the need for training for ICT staff to upgrade skills and recommended that a detailed analysis be undertaken and that proposals be made within the context of established rules and regulations and the human resources management policy framework (see A/69/610, para. 52). The Office of Information Communications Technology and the Office for Human Resources Management have therefore been jointly examining existing and future ICT human resource requirements. A skills survey and gap analysis of generic job profiles and functions determined that, in addition to the harmonization requested by the General Assembly, many generic job profiles need to be reclassified and modified to tackle the limitations facing General Service staff in the mobility and career development framework. An overview of the ICT workforce will be made available to Member States and detailed proposals will be developed in collaboration with the Office for Human Resources Management for approval by the General Assembly at its seventy-first session.

Information and communications technology contracts

52. Analysis has been conducted in relation to defragmentation and the retirement of systems, in order to globally source and ensure that all ICT resources are

optimally managed. A total of 65 per cent of the largest 20 vendors to the United Nations (excluding Umoja-related contracts) provide services in multiple locations managed by various offices independently through separate procurement actions. Voice and data-hosting services are currently subject to value engineering methodologies for greater efficiencies. Integration and collaboration between different technologies, rationalization of wireless services and benchmarking of existing rates and services against other comparable organizations are required. The United Nations will negotiate discounts in infrastructure, licences and services. All new solicitation of ICT services and acquisitions will be subject to review processes in accordance with established governance structures.

Information and communications technology assets

53. Strengthened visibility into tangible and intangible assets across the Secretariat will create stronger control and accountability in respect of all ICT assets. The enterprise resource platform will improve the monitoring of physical, intellectual property and software licences, which are a significant portion of ICT investments. There is an opportunity to transition from individual to enterprise licensing with considerable benefits to the Organization. All physical ICT property will be monitored and controlled throughout the life cycle of each item, from receipt to disposal. For intangible ICT property, including licences, verification will be conducted frequently using discovery methods.

V. Conclusion

54. Technology continues to have a significant impact on the way the mandates of the Organization are delivered and on everyday working practices. The present report demonstrates the progress that has been made in less than a year to modernize and transform ICT in the United Nations. The governance and project assurance frameworks are firmly in place; the mainstreaming of Umoja is proceeding on schedule; activities to strengthen information security and disaster recovery have advanced; improvements have been made to application management, the network and infrastructure, and global engineering and conferencing; the enterprise applications centres, regional technology centres, Enterprise Service Desk and global monitoring are now established; the consolidation of ICT functions across the Organization is ongoing; and business intelligence and analytics have been inaugurated. The assessment of ICT budget and resources indicates future investment requirements, and a joint analysis of the ICT workforce has taken place ahead of the development of proposals, which will be presented to the General Assembly at its seventy-first session. In the meantime, efficiencies have been identified in relation to ICT contracts and assets.

55. Implementation of the strategy in its first year has positioned ICT as an active partner in aligning with the goals of the United Nations, on track now and in the long term, to achieve fully the strategy's mission of a unified global provision of ICT to enable the successful delivery of United Nations mandates.

VI. Action to be taken by the General Assembly

56. The General Assembly is requested to note the detailed information provided on the implementation of all the elements of the Secretary-General's ICT strategy and the indicative five-year overall ICT budget projection for the Secretariat.

Annex I

Timeline of information and communications technology strategy projects

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
Enterprise Service Desk/ consolidation	Establish a 24 x 7 global support centre for enterprise applications, including Umoja, Inspira, Unite Docs, Unite Connections, iNeed, Earthmed, etc. Consolidate help desks across the Organization	01/01/15	31/12/16	64	• Fully resourced and staffed Enterprise Service Desk (30/09/15) • Technology roll-out (30/09/15) • Establish funding model (31/12/15) • Consolidation of help desks (31/12/16)
Regional technology centres	Establish regional technical centres for Europe, Asia, Africa and the Americas	15/03/15	31/03/17	50	• Deliver ICT support for successful Umoja delivery (31/12/15) • Establish a standardized global ICT network (30/06/16) • Establish procedures to better utilize global contracts (31/12/16) • Harmonization and improvement of ICT service delivery (31/12/16) • Implement Secretariat information security initiatives (31/03/17)
Network and infrastructure upgrade (multiprotocol label switching)	Upgrade the United Nations Secretariat-wide area network to accommodate existing and new enterprise applications	10/05/13	31/12/16	60	• Complete cluster 4 connectivity (30/09/15) • Establish funding model (31/10/15) • Continue to add Secretariat entities (31/12/16)
Global network operations centre — Phase 1	Establishment of an enterprise-level operations centre, which will be globally responsible for detecting changes of state for IT assets (event management) and determining the course of action required to return impacted IT services to an acceptable level for the IT users as quickly as possible (incident management)	11/05/15	31/12/17	25	• Establish physical enterprise monitoring centre (30/11/15) • Establish level of detailed monitoring required per configuration item (30/11/15) • Finalize escalation process (31/12/15) • Add offices away from Headquarters and regional economic commissions to enterprise monitoring (31/12/16) • Expand scope of enterprise monitoring, including disaster recovery/business continuity and security breaches (31/12/17)

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
Data centre consolidation	To deploy shared infrastructure services and applications to the enterprise data centres	01/12/13	31/12/16	40	• Handover of core operational support activities from regional technology centres to enterprise data centres, i.e. domain name system and directory services support (31/12/15) • Resilient shared database farm in production (30/04/16) • Resilient Unite Docs and Unite Connections in production (30/04/16) • Resilient Inspira in production (31/12/16)
Umoja assessment	Develop a future support model for Umoja (i.e. system support and maintenance, human resources, budget) in preparation for mainstreaming	31/03/15	31/12/15	50	• Data collection (30/09/15) • Develop assessment report (31/10/15) • Validation of assessment report (30/11/15) • Approval of assessment report (31/12/15)
Umoja mainstreaming	Umoja mainstreaming is the transfer of responsibilities from the project to corresponding entities within the Secretariat	01/11/13	31/12/18	25	• Business intelligence and reporting (31/03/16) • Application interfaces (31/03/16) • Enhancements, upgrades, patching, archiving (31/12/18) • Design, development, testing, training, production support (31/12/18) • Project management, contracts and vendor management (31/12/18)
ICT benchmarking assessment	To develop a report on the global ICT assets and data to understand the current state, establish a baseline, provide benchmarking data and identify gaps to maximize savings and services	12/03/15	30/08/15	100	• Data collection for all locations (27/07/15) • Develop assessment report (31/07/15) • Analysis and recommendations (31/07/15) • Approval of assessment report (30/08/15)
Human resources workplace planning and five-year indicative budget	To accommodate assessment of present and future business capabilities of the ICT offices and longer-term planning of human resources of the Secretariat; to prepare a five-year indicative budget	15/02/15	30/08/15	100	• Develop the methodology • Confirm budget methodology with the Controller (30/03/15) • Develop business capabilities analysis and draft a report on human resources assessment and planning (30/06/15) • Develop five-year ICT budget (30/08/15) • Draft General Assembly progress report (30/08/15)

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
Global sourcing strategy (contracts)	To take inventory of all ICT contracts and assets and identify global sourcing opportunities	19/11/14	28/10/15	60	• Assess inventory of ICT contracts at Headquarters and offices away from Headquarters and identify savings and efficiencies for voice and data communications (31/08/15) • Develop a holistic approach for ICT procurement requirements (30/09/15) • Develop a global ICT sourcing plan, with established standard processes and centralized contract management (28/10/15)
10-point action plan to strengthen security	To strengthen information security across the Secretariat in the areas of prevention, incident detection, response and governance, risk and compliance	01/03/13	31/12/15	60	• Workstation configuration (initiative 1): limit administrative privileges to only those users who require such access to perform their official duties (31/12/15) • Network segmentation (initiative 4): implement segmentation of network zones for data centres/server rooms and user zones in adherence with established architecture and procedures (31/12/15) • Minimum requirements for public websites (initiative 9): ensure that all publicly accessible websites comply with the minimum security requirements (31/12/15) • Incident reporting (initiative 10): establish mechanisms to report information security incidents and to escalate significant incidents to the global information security team (31/12/15) • Report on compliance and exceptions (31/12/15)
Disaster recovery	Develop a Secretariat-wide disaster recovery plan to ensure that critical ICT systems can be effectively failed over in case of an emergency	01/05/13	31/12/15	41	• Review list of Secretariat-wide critical applications (30/09/15) • Revise disaster recovery estimates for critical applications (30/09/15) • Resubmit proposal for disaster recovery for Senior Emergency Policy Team approval (15/11/15)

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
					• Develop individual disaster recovery plans for critical applications with advanced disaster recovery in place (31/12/15)
Umoja application interfaces	To ensure that existing systems and applications currently supporting administrative business requirements that will not be met by Umoja Foundation and Umoja Extension 1 releases continue to operate and serve their business purpose	01/05/14	31/12/15	45	• Fit gap analysis (31/12/14) • Establish application interface profile registry (18/03/15) • Approve first batch of application interface profiles for cluster 3 by Umoja Change Control Board (22/04/15) • Delivery of first production application interface profile interface (15/05/15) • Delivery of approved application interface profile interfaces to cluster 3 and 4 entities (31/12/15) • Rationalization of application interface profile interfaces and applications (31/12/15)
Application consolidation/ rationalization (phase 1)	To reduce the cost, complexity and redundancy of the applications portfolio and achieve greater alignment with the organizational objectives and technology architecture	01/06/14	01/07/15	100	• Develop methodology (31/03/15) • Assess existing application inventories and collect missing data (30/06/15) • Validate and categorize application information with focal points from United Nations offices/departments (31/03/15) • Develop application road maps and confirm with application owners (31/05/15) • Prepare project report with developed application roadmaps (31/05/15) • Establish application portfolio management repository with business intelligence (30/06/15)
Website consolidation/ rationalization	The future vision for the United Nations Secretariat websites is aimed at increasing the efficiency of the websites operations, web design and security and is intended to bring economies of scale through strategic changes in the current operating model	02/01/14	30/11/17	42	• Develop website technology and plan (18/04/15) • Develop United Nations website consolidation solution (30/06/15) • Harmonization levels 1 and 2: address critical websites (30/06/15) • Harmonization level 3: identify and remediate websites (01/06/16)

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
					• Harmonization level 4: identify and remediate websites (30/11/17)
Inspira PeopleSoft Upgrade	Upgrade PeopleSoft from 9.0 to 9.2 in order to continue receiving full support from Oracle	14/12/14	30/10/15	60	• Fit gap analysis (29/04/15) • First pass of upgrade (19/06/15) • Rebuild custom functionalities on 9.2 (23/07/15) • Second pass of upgrade (27/07/15) • System integration testing and user acceptance training (02/10/15) • Test move to production (10/10/15) • 9.2 Go-live (30/10/15)
Enterprise risk management	Assess risks, develop a risk matrix, identify, categorize and develop a mitigation strategy for the risks derived from the ICT strategy	27/02/15	31/12/15	40	• Workshops with the Office of Information and Communications Technology, offices away from Headquarters, regional commissions and tribunals (24/04/15) • Finalize transformational risks — Office of the Under-Secretary-General Approval • Workshop with global ICT (08/05/15) • Approved ICT risk matrix (29/05/15) • Implement risk mitigation plan (31/12/15)
ICT policies and procedures	Develop and issue a body of ICT policies and technical procedures	11/04/13	30/09/15	81	• Milestone #1: 29 issued (31/07/15) • Milestone #2: 14 undergoing formal consultation and Information Policy Committee review (30/09/15) • Milestone #2: 3 in drafting stage (30/09/15)
Enterprise business intelligence and analytics	Establish business intelligence and analytics processes, reports, dashboards, standardization and governance for enterprise applications; consolidate and defragment business warehouse environments	01/10/14	31/12/15	55	• Develop strategy and set up data governance council (30/11/14) • Define roles/responsibilities, build capacity, procure SAP HANA licences and install new business intelligence schemas (31/08/15) • Consolidate data for ICT skills assessment (31/08/15)

Project name	*Description*	*Start date*	*Finish date*	*Per cent complete*	*Key milestones*
					• Develop data governance framework and information asset registry (31/12/15)
					• Develop pilot projects: build capacity for Umoja business intelligence and analytics (31/12/15)
Global engineering and conferencing	Set up a global conferencing support framework across the Secretariat	01/06/15	30/09/15	80	• Assign staff to new unit (28/08/15)
					• Issue terms of reference and announcement (30/09/15)

Annex II

Overview of information and communications technology resources for the bienniums 2010-2011 to 2016-2017, including resources for Umoja

(Millions of United States dollars)

ICT resources per biennium	*Regular budget*[a]	*Special political missions*[a]	*Extrabudgetary*[a]	*Support Account*[b]	*Peacekeeping missions*[b]	*Total*	*Umoja*[c]	*Total including Umoja*	*Annual*	*Annual including Umoja*
2010-2011	301.5	Included in regular budget	24.9	144.3	1 048.4	1 519.1	100.7	1 619.8	759.6	809.9
2012-2013	210.6	58.8	24.9	73.8	963.6	1 331.7	137.3	1 469.0	665.9	734.5
2014-2015	240.7	47.4	28.4	60.2	950.7	1 327.4	129.4	1 456.8	663.7	728.4
2016-2017	219.1	47.4	27.0	55.6	901	1 250.1	54.3	1 304.4	625.1	652.5
Total ICT resources, 2010-2017	**971.9**	**153.6**	**105.2**	**333.9**	**3 863.7**	**5 428.3**	**421.7**	**5 850.0**	–	–
Total budgets for 2016-2017e	**5 693.5**	**1 107.2**	**18 901.0**	**613.6**	**16 307.4**	**42 622.7**	**421.7**	**43 044.4**	–	–
ICT 2016-2017 resources vs. 2016-2017 total budgets, percentage	**3.8**	**4.3**	**0.1**	**9.1**	**5.5**	**2.9**	**12.9**	**3.0**	–	–

[a] See table entitled "Resources allocated to information technology" in A/64/6 (Introduction), table 14 in A/68/6 (Introduction), schedule 12 in the annex to A/70/6 (Introduction), which include staff costs based on an analysis of posts dedicated to ICT programmes. As extrabudgetary resources presented in A/68/6 excluded expenditure for ICT-related posts, for the purpose of the present analysis, it is assumed that extrabudgetary resources for the 2010-2011 biennium were kept at the same level as reported for 2012-2013.

[b] See A/C.5/64/15, A/C.5/65/15, A/C.5/66/14, A/C.5/66/18, A/C.5/68/21, A/C.5/68/26 and A/C.5/69/24. As the resources presented in those reports excluded post expenditure for ICT-related posts, for the purpose of the present analysis, it is assumed that staff costs for the bienniums 2012-2013 and 2014-2015 were kept at the same level as those reported for 2010-2011. For the biennium 2014-2015, calculations were made for ICT posts using the standard salary cost for New York. For the biennium 2016-2017, calculations in relation to staff costs are based on a number of posts presented in the 2015/16 budget proposals.

[c] See A/68/327, table 5, excludes staff costs.

[d] See A/68/375 and A/69/385 and Corr.1.

[e] See A/70/6 (Introduction), annex, schedules 2, 3 and 9, A/69/363 (table 7) and A/69/839 (table 4).

Annex III

Trend analysis of information and communications technology staff and non-staff resources for the periods 2014-2015, 2016-2017 and 2018-2019

A. Office of Information and Communications Technology

1. Estimated percentage of workforce dedicated to ICT functional area[a]

	Global Operations Division[b]			*Global Services Division*			*Enterprise Applications Centre, New York*			*Enterprise Applications Centre, Bangkok*		
ICT functional area	*2014-2015*	*2016-2017*	*2018-2019*	*2014-2015*	*2016-2017*	*2018-2019*	*2014-2015*	*2016-2017*	*2018-2019*	*2014-2015*	*2016-2017*	*2018-2019*
Data centre support (servers, storage, disaster recovery, etc.)	23.7	23.7	19.0	7.3	7.3	7.3	–	–	–	–	–	–
Service desk (local area network desktop, help desk, enterprise services, etc.)	27.7	27.7	29.6	–	–	–	15.0	10.0	–	–	–	–
Voice and data (network, satellite, telephony, etc.)	23.1	23.1	19.0	–	–	–	–	–	–	–	–	–
Personal computing hardware (personal computers, printers, scanners, etc.)	6.9	6.9	13.2	–	–	–	–	–	–	–	–	–
Studio production, video conferencing, closed-circuit television, etc.	13.7	13.7	14.2	–	–	–	–	–	–	–	–	–
Information security	–	–	–	34.3	34.3	34.3	–	–	–	–	–	–
Operations support	4.7	4.7	5.0	7.3	5.5	5.6	5.0	–	–	–	–	–
Application development and support	–	–	–	3.7	1.8	1.8	75.0	70.0	80.0	100.0	100.0	100.0
Website	–	–	–	2.7	1.8	1.8	5.0	15.0	10.0	–	–	–
Business intelligence and analytics	–	–	–	24.6	24.6	24.6	–	5.0	10.0	–	–	–
Innovation	–	–	–	9.1	11.0	11.9	–	–	–	–	–	–
Geographic information systems	–	–	–	–	2.7	2.7	–	–	–	–	–	–
Governance and compliance	–	–	–	11.0	11.0	11.0	–	–	–	–	–	–
Enterprise Project Management Office	–	–	–	–	–	–	–	–	–	–	–	–
Other	0.2	0.2	–	–	–	–	–	–	–	–	–	–
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

2. Estimated percentage of non-staff ICT budget dedicated to ICT functional area[a]

ICT functional area	Global Operations Division			Global Services Division			Enterprise Applications Centre, New York			Enterprise Applications Centre, Bangkok		
	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019
Data centre support (servers, storage, disaster recovery, etc.)	23.9	23.9	18.3	22.0	22.0	10.0	60.0	55.0	50.0	–	–	–
Service desk (local area network, desktop, help desk, enterprise services, etc.)	28.5	27.5	28.3	–	–	–	–	–	–	–	–	–
Voice and data (network, satellite, telephony, etc.)	25.7	26.7	28.3	–	–	–	–	–	–	–	–	–
Personal computing hardware (personal computers, printers, scanners, etc.)	8.2	8.2	9.2	–	–	–	–	–	–	–	–	–
Studio production, video conferencing, closed-circuit television, etc.	10.3	10.3	10.4	–	–	–	–	–	–	–	–	–
Information security	–	–	2.4	24.0	19.0	19.0	–	–	–	–	–	–
Operations support	–	–	–	–	–	–	–	–	–	–	–	–
Application development and support	–	–	–	–	–	–	30.0	25.0	25.0	100.0	100.0	100.0
Website	–	–	–	–	–	–	5.0	10.0	10.0	–	–	–
Business intelligence and analytics	–	–	–	10.0	15.0	15.0	5.0	10.0	15.0	–	–	–
Innovation	3.4	3.4	3.1	14.0	14.0	20.0	–	–	–	–	–	–
Geographic information systems	–	–	–	30.0	30.0	36.0	–	–	–	–	–	–
Governance and compliance	–	–	–	–	–	–	–	–	–	–	–	–
Enterprise Project Management Office	–	–	–	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

[a] Per cent rounded to the next whole number.

[b] "Global Operations Division" includes projections for telephony under data centre support.

B. Offices away from Headquarters

1. Estimated percentage of workforce dedicated to ICT functional area[a]

ICT functional area	United Nations Office at Vienna[b]			United Nations Office at Geneva			United Nations Office at Nairobi		
	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019
Data centre support (servers, storage, disaster recovery, etc.)	5.0	4.0	2.0	2.0	3.0	3.0	8.0	7.0	5.0
Service desk (local area network, desktop, help desk, enterprise services, etc.)	7.0	6.0	2.0	14.0	15.0	18.0	28.0	36.0	30.0
Voice and data (network, satellite, telephony, etc.)	5.0	5.0	2.0	39.0	34.0	32.0	5.0	5.0	5.0
Personal computing hardware (personal computers, printers, scanners, etc.)	5.0	5.0	5.0	6.0	6.0	6.0	28.0	16.0	15.0
Studio production, video conferencing, closed-circuit television, etc.	5.0	5.0	7.0	3.0	3.0	3.0	–	–	–
Information security	1.0	1.0	3.0	1.0	3.0	4.0	1.0	5.0	9.0
Operations support	16.0	15.0	13.0	9.0	8.0	6.0	5.0	11.0	15.0
Application development and support	40.0	42.0	44.0	11.0	9.0	7.0	14.0	6.0	5.0
Website	4.0	3.0	2.0	1.0	1.0	1.0	4.0	3.0	2.0
Business intelligence and analytics	6.0	8.0	13.0	0.0	1.0	3.0	2.0	3.0	5.0
Innovation	1.0	1.0	3.0	1.0	2.0	2.0	1.0	2.0	2.0
Geographic information systems	–	–	–	–	–	–	–	–	–
Governance and compliance	4.0	4.0	4.0	3.0	6.0	6.0	2.0	4.0	5.0
Enterprise Project Management Office	1.0	1.0	–	5.0	3.0	1.0	2.0	2.0	2.0
Other	–	–	–	5.0	6.0	8.0	–	–	–
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

2. Estimated percentage of non-staff ICT budget dedicated to ICT functional area[a]

ICT functional area	United Nations Office at Vienna			United Nations Office at Geneva			United Nations Office at Nairobi		
	2014-2015	2016-2017[b]	2018-2019	2014-2015	2016-2017[b]	2018-2019	2014-2015	2016-2017	2018-2019
Data centre support (servers, storage, disaster recovery, etc.)	17.1	17.0	13.5	9.0	9.0	9.0	4.0	4.0	2.0
Service desk (local area network desktop, help desk, enterprise services, etc.)	8.1	8.1	6.7	4.0	5.0	5.0	20.0	25.0	25.0
Voice and data (network, satellite, telephony, etc.)	12.2	12.1	12.6	74.5	71.0	70.0	40.0	25.0	25.0
Personal computing hardware (personal computers, printers, scanners, etc.)	9.8	9.7	10.1	5.0	4.0	4.0	25.0	25.0	25.0
Studio production, video conferencing, closed-circuit television, etc.	4.1	4.8	8.4	5.0	5.0	5.0	–	–	–
Information security	4.1	4.8	12.6	0.5	1.0	2.0	1.0	3.0	5.0
Operations support	36.6	31.5	21.1	0.5	–	–	–	10.0	12.0
Application development and support	4.0	8.0	10.0	0.5	0.5	0.5	6.0	3.0	2.0
Website	1.0	1.0	1.0	–	–	–	3.0	2.0	1.0
Business intelligence and analytics	1.0	1.0	3.0	–	1.0	1.0	1.0	2.0	2.0
Innovation	–	–	–	–	1.0	1.0	–	–	–
Geographic information systems	–	–	–	–	–	–	–	–	–
Governance and compliance	1.0	1.0	1.0	0.5	1.0	1.0	–	1.0	1.0
Enterprise Project Management Office	1.0	1.0	–	0.5	0.5	0.5	–	–	–
Other	–	–	–	–	1.0	1.0	–	–	–
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

[a] Per cent rounded to the next whole number.
[b] Includes extrabudgetary resources.

C. Economic and social commissions

1. Estimated percentage of workforce dedicated to ICT functional area[a]

ICT functional area	Economic Commission for Africa			Economic and Social Commission for Asia and the Pacific			Economic Commission for Europe			Economic Commission for Latin America and the Caribbean			Economic and Social Commission for Western Asia		
	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019	2014-2015	2016-2017	2018-2019
Data centre support (servers, storage, disaster recovery, etc.)	12	10	10	62	60	57	25	20	15	75	67	52	19	16	12
Service desk (local area network, desktop, help desk, enterprise services, etc.)	26	20	20	0	0	0	0	0	0	0	0	0	25	26	20
Voice and data (network, satellite, telephony, etc.)	13	12	12	0	0	0	0	0	0	0	0	0	8	8	8
Personal computing hardware (personal computers, printers, scanners, etc.)	10	8	8	0	0	0	0	0	0	0	0	0	0	0	0
Studio production, video conferencing, closed-circuit television, etc.	6	6	6	0	0	0	0	0	0	0	0	0	4	4	4
Information security	2	4	4	0	0	0	0	0	0	0	0	0	3	3	3
Operations support	13	10	10	0	0	0	0	0	0	0	0	0	10	6	5
Application development and support	8	6	6	0	0	0	70	75	80	23	29	41	7	7	10
Website	2	4	4	32	33	36	0	0	0	0	0	0	3	3	3
Business intelligence and analytics	0	4	4	0	0	0	0	0	0	0	0	0	6	6	10
Innovation	0	2	2	0	0	0	0	0	0	0	0	0	4	4	0
Geographic information systems	2	4	4	0	0	0	0	0	0	0	0	0	0	0	0
Governance and compliance	2	4	4	5	7	6	5	5	5	2	4	7	4	4	5
Enterprise Project Management Office	4	6	6	0	0	0	0	0	0	0	0	0	9	10	20
Other	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

2. Estimated percentage of non-staff ICT budget dedicated to ICT functional area[a]

ICT functional area	Economic Commission for Africa			Economic and Social Commission for Asia and the Pacific			Economic Commission for Europe			Economic Commission for Latin America and the Caribbean			Economic and Social Commission for Western Asia		
	2014–2015	2016–2017	2018–2019	2014–2015	2016–2017	2018–2019	2014–2015	2016–2017	2018–2019	2014–2015	2016–2017	2018–2019	2014–2015	2016–2017	2018–2019
Data centre support (servers, storage, disaster recovery, etc.)	12.7	10.4	10.4	94.9	86.9	82.8	60.0	53.0	53.0	82.0	76.0	70.0	25.5	19.8	16.0
Service desk (local area network, desktop, help desk, enterprise services, etc.)	8.5	7.0	7.0	–	–	–	–	–	–	–	–	–	8.6	9.6	9.0
Voice and data (network, satellite, telephony, etc.)	25.4	24.3	24.3	–	–	–	–	–	–	–	–	–	32.4	32.5	30.0
Personal computing hardware (personal computers, printers, scanners, etc.)	16.9	14.8	14.8	–	–	–	–	–	–	–	–	–	26.1	23.2	25.0
Studio production, video conferencing, closed-circuit television, etc.	6.8	7.0	7.0	–	–	–	–	–	–	–	–	–	0.4	0.6	3.0
Information security	8.5	10.4	10.4	–	–	–	–	–	–	–	–	–	2.2	2.1	3.0
Operations support	4.2	6.1	6.1	–	–	–	–	–	–	–	–	–	–	–	–
Application development and support	10.0	7.0	7.0	3.4	10.4	13.5	40.0	45.0	45.0	18.0	20.0	25.0	0.5	0.9	1.0
Website	2.0	5.0	5.0	–	–	–	–	–	–	–	–	–	1.5	–	1.0
Business intelligence and analytics	5.0	8.0	8.0	–	–	–	–	–	–	–	–	–	0.6	0.6	1.0
Innovation	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Geographic information systems	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Governance and compliance	–	–	–	1.7	2.7	3.7	–	2.0	2.0	–	4.0	5.0	–	–	–
Enterprise Project Management Office	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–	2.2	10.7	11.0
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

[a] Per cent rounded to the next whole number.

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Status of implementation of the information and communications technology strategy for the United Nations

Report of the Secretary-General

Corrigendum

Annex II

1. Column headed "Umoja"

The entry for Total budgets for 2016-2017[c] *should read* 54.3.

The entry for ICT 2016-2017 resources vs. 2016-2017 total budgets, percentage *should read* 100.0.

2. Column headed "Total including Umoja"

The entry for Total budgets for 2016-2017[c] *should read* 42 677.0.

The entry for ICT 2016-2017 resources vs. 2016-2017 total budgets, percentage *should read* 3.1.

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